

MHHS IPA

M5 Design Baseline Milestone Replan Assurance

FINAL

April 2022

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Executive Summary

Based on the current status of design activity the M5 milestone will not complete in line with the plan baseline date of April 2022 and a change to the planned milestone date is required. CR001 and CR002 have been raised as two proposals for the M5 milestone with both presenting risks and opportunities to deliver a stable design in line with the overall plan and benefits. The IPA has performed a qualitative assessment of the risks to the overall plan and benefits with each Change Request and provided associated recommendations.

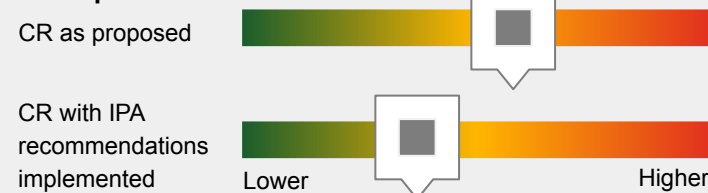
Based upon the relative risk profiles of CR001 and CR002, and the balance of evidence that we have seen as part of our work, our recommendation is that CR001 should be adopted by the programme along with the associated recommendations within this report. This includes the design activity targeting a 29 July 2022 completion with additional Programme Participant engagement planned through August and September 2022 to enable improved understanding and consumption of the design. This should be underpinned by a detailed plan consolidating all activities up to the PM2 full plan baseline milestone.

CR001 - M5 Milestone on 29 July 2022

CR001 provides an option to deliver the design in a more expedient manner than CR002, therefore reducing the potential impact on the overall timeline and costs. It is supported by a clear delivery plan although this contains limited contingency, parallel activity between tranches and a 1 week delay observed in the current Tranche 1 review of design artefacts.

CR001 does provide for increased participation from industry compared to the current plan; however, it is unclear to what extent all Programme Participants will be able to use this time to more fully engage in the design activity. Key to the successful delivery of CR001 is how the proposed plan enables Suppliers to consume and build confidence in the design either prior to M5 or as their DBT activity commences post M5. This forms the basis of our recommendations over CR001 (see next page).

Our view of risk to overall plan/benefits based on the key exam question



CR002 - M5 Milestone in November 2022

Whilst CR002 inherently provides a longer period for Programme Participants to engage, review and consume the design, it does not currently provide a clear plan as to how this additional time will be effectively used to promote increased engagement and reduce the risk of later rework. It is possible that this time could be put to good use but it would need to be considered in the context of how it enables more effective delivery of industry DBT and the impact on the overall plan.

Until this level of planning is performed there is an increased risk it will lead to a delay to the overall timeline and therefore benefits case. This forms the basis of our recommendations over CR002 (see next page).

Our view of risk to overall plan/benefits based on the key exam question



Identifying the key exam question for the M5 replan decision...



What is the most expedient and credible timeline to deliver the M5 Design Baseline that balances the risk of future rework?

What we heard...



Whilst no fundamental concerns have been raised with the design to date, ensuring Programme Participants understand and are able to consume the design is important to build confidence and enable successful industry DBT following M5

Executive Summary - Recommendations

Two 'overall recommendations' have been identified to support delivery of the M5 milestone and subsequent full plan baseline. These should be implemented regardless of the approval of either CR:

- **Overall Recommendation 1** - The MHHS programme should develop and communicate the detailed plan to get to the PM2 full plan baseline milestone. This should consolidate all activities currently being planned to that point (eg., design, design playback/participant engagement, readiness for DBT and activities to develop the full plan baseline) and should be used as the 'reporting baseline' for PSG.
- **Overall Recommendation 2** - The full plan baseline should consider how end-to-end delivery outside of the Programmes defined TOM will be coordinated and delivered to provide clarity and identify any potential gaps in delivery.

We have provided **recommended actions for both CR001 and CR002**, which should be implemented based whether the individual CR is approved. These are in the table to be right.

Recommendations if the CR is to be taken forwards

CR001

CR001 Recommendation 1 - MHHS Programme should develop, communicate and track against a set of confidence indicators over design (linked to the M5 acceptance criteria). This should incorporate the planned IPA design assurance activity to be performed under IPA 'WP4 Design Documentation'.

CR001 Recommendation 2 - As part of 'Overall Recommendation 1', the detailed plan to get to the PM2 full plan baseline milestone should include:

- The definition of the plan milestones/phases and what is expected to be delivered at each with respect to the design to ensure alignment across parties.
- Formal design playback activity within the plan during August (where feasible) and September to enable understanding and consumption of the design by Programme Participants.
- A milestone following M5 and the subsequent design playback activity in September at which point Programme Participants would be expected to be fully mobilised for DBT.
- Continual monitoring and identification of areas of risk in the design that require further validation by Programme Participants either prior to M5 or immediately after, during design playback.
- Tracking of progress against the Tranches to DAG and monthly checkpoints reported to PSG between now and M5 to review progress of design activity against plan and confidence indicators/acceptance criteria.

CR001 Recommendation 3 - Suppliers to fully impact assess the resources required to support the design activity and put in place a plan to enable engagement prior to July 2022, wherever possible, or how they will engage in design playback whilst fully mobilising for DBT.





CR002

CR002 Recommendation 1 - As part of 'Overall Recommendation 1', the detailed plan to get to the PM2 full plan baseline milestone should include:

- How the additional time could be used to de-risk the design or potentially reduce the length of the DBT phase, or subsequent phases, to minimise impact on the overall timeline/costs.
- The options to reduce the proposed 3 month period for consultation, for example, how this leverages previous design engagement from supplier to ensure consultation is targeted.

Detailed Observations

Detailed Observations Against Key Exam Questions

Assurance Exam Question	Scope Item	CR001	CR002
Is the proposed plan for each CR realistic, credible and achievable and does it minimise the risk of later re-work and/or delay?	Is a credible plan in place and appropriately resourced to complete the remaining design activities with a clear approach to reporting on progress against the plan?	<p> A detailed plan is in place, which provides a credible approach to achieve the M5 milestone. Two review cycles for each design artefact are planned and this supports a clear approach for progress tracking across design artefacts.</p> <p>The plan includes only limited contingency and contains parallel activity across the tranches. This results on some risk to the delivery of the plan and close monitoring and regular checkpoints on progress will be required [CR001 Recommendation 2]</p>	<p> No detailed plan is in place to underpin the proposed timeline.</p> <p>The longer timeline inherently provides an opportunity to include contingency in design activity and support increased supplier engagement to reduce the risk of later rework. However, how this additional time will be used to potentially de-risk the design has not yet been developed.</p> <p>To understand whether this option provides a credible plan, a detailed plan to the proposed M5 milestone needs to be developed [CR002 Recommendation 1]</p>
	Does the current status of design activity support successful delivery of the proposed replan?	<p> Risks exist over the deliverability of the plan due to the early 1 week delay observed in review of Tranche 1 Design Artefacts and previous delay to M5 from April to June.</p> <p>Successful delivery of the plan will be dependent on the volume and nature of comments receive from Programme Participants. Early indications are that comments to date do not raise fundamental concerns in the design but review has only been performed by a limited number of parties (3 parties provided the majority of comments, 10 suppliers have been actively engaged in the sub-working groups with 29 regularly attending).</p> <p>Close monitoring and regular checkpoints on progress will be required [CR001 Recommendation 2]</p>	<p> The longer timescale inherently provides for a lower risk option to deliver the design activity.</p> <p>However, detailed planning is required to validate whether this proposal can be delivered and provide [CR002 Recommendation 1]</p>

Key:



Lower risk of not achieving overall plan/benefits







Moderate risk of not achieving overall plan/benefits



Higher risk of not achieving overall plan/benefits

Detailed Observations Against Key Exam Questions

Assurance Exam Question	Scope Item	CR001	CR002
Is the proposed plan for each CR realistic, credible and achievable and does it minimise the risk of later re-work and/or delay? [Continued]	Have Risks, Issues, Assumptions and Dependencies over the plan been identified and are they either being addressed or a plan is in place to address them?	 Risks, Issues, Assumptions and Dependencies are understood should continue to be formally monitored. [CR001 Recommendation 2]	 Detailed planning, including identification of Risks, Issues, Assumptions and Dependencies, have not been performed at this stage. Detailed planning is required to validate whether this proposal can be delivered and provide [CR002 Recommendation 1]
	Are appropriate structures for Programme Participant engagement in design activity in place with clear processes for Programme Participant communication and participation?	 The approach implemented through DAG to engage in the design provides for appropriate structures and mechanisms for industry to engage in the design activity. The MHHS Programme are also planning other support to enable Programme Participants in their understanding and consumption of the design during the DBT phase. For example, the availability of the design team to provide further playback and answer queries on the design. This activity should be further enhanced, planned and communicated [CR001 Recommendation 2]	 The approach implemented through DAG to engage in the design provides for appropriate structures and mechanisms for industry to engage in the design activity. It is assumed these same structures will be followed for CR002.

Key:



Lower risk of not achieving overall plan/benefits










Moderate risk of not achieving overall plan/benefit





Higher risk of not achieving overall plan/benefits




Detailed Observations Against Key Exam Questions

Assurance Exam Question	Scope Item	CR001	CR002
<p>Is the proposed plan for each CR realistic, credible and achievable and does it minimise the risk of later re-work and/or delay? [Continued]</p>	<p>Where resource constraints exist at Programme Participants, due to wider market conditions, is this underpinned by clear evidence/impact assessment?</p>	<p> There are a range of views across Programme Participants in how much they are able to engage in design. This centres around availability of key resources (eg., business operational SMEs, business analysts and solution architects) and whether these individuals have been made available at this time for MHHSP.</p> <p>In some cases the extent to which these resources are required to support MHHSP has not been fully impact assessed as the organisations have not yet engaged in design activity [CR001 Recommendation 3]</p>	<p> Whilst there are credible reasons why not all suppliers are able to make the right resources available to engage in design at present (eg., demand on key resources such as SME business operational resources, system architects, business analysts) this is not underpinned by formal evidence such as resource impact assessments at this time.</p> <p>Whilst suppliers have indicated that resource constraints ease in September, this is based on the assumption that these people become free from this time.</p>
	<p>Is an approach in place, using appropriate architectural principles, to ensure that the design adequately captures process, data, technical, security, and other non-functional requirements?</p>	<p> We have not performed a review of the design at this stage but early indications suggest the approach being adopted is sensible. In addition, feedback from suppliers who have engaged in the design activity have not raised any fundamental concerns with the design at this stage.</p> <p>How aspects of the end-to-end industry design will be delivered still needs to be fully planned [Overall Recommendation 2]</p>	<p> See observations for CR001.</p>









<p>Key:</p>	<p> Lower risk of not achieving overall plan/benefits</p>	<p> Moderate risk of not achieving overall plan/benefit</p>	<p> Higher risk of not achieving overall plan/benefits</p>
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Detailed Observations Against Key Exam Questions

Assurance Exam Question	Scope Item	CR001	CR002
<p>Is the proposed plan for each CR realistic, credible and achievable and does it minimise the risk of later re-work and/or delay? [Continued]</p>	<p>Does the plan and design quality assurance approach support the delivery of a design baseline that minimises the risk of future re-work and/or delay?</p>	<p> No fundamental concerns have been raised by Programme Participants in the design at this stage. However, where Programme Participants have not been able to engage they have not been able to understand or build confidence in the integrity of the design.</p> <p>A number of measures have been put in place by the MHHS Programme to support delivery of a stable design. For example, supplier experience within the design team and the design quality assurance approach in place. However, further measures and communication of those measures could be taken to support industry in understanding and building confidence in the design and identify any potential areas of risk [CR001 Recommendation 1 and 2]</p>	<p> See comments for CR001. In addition, the longer timeline inherently provides an opportunity to support increased supplier engagement to reduce the risk of later rework. However, a plan for how this additional time will be used to potentially de-risk the design has not yet been developed.</p> <p>To understand whether CR002 minimises the risk of rework in a way that does not increase the risk of impact on the overall timeline and benefits, a detailed plan to the proposed M5 milestone needs to be developed [CR002 Recommendation 1]</p>

Key:	 Lower risk of not achieving overall plan/benefits	 Moderate risk of not achieving overall plan/benefits	 Higher risk of not achieving overall plan/benefits
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Detailed Observations Against Key Exam Questions

Assurance Exam Question	Scope Item	CR001	CR002
Is the plan for each CR the most expedient route to implementation that meets the requirement in Key Exam Question 1?	Is the proposed timeline the most cost effective approach taking account of the costs of all Programme Participants and the delayed benefits to consumers as a result of overall programme delay?	 [TBC - awaiting to see output of CR001 and CR002 Impact Assessment analysis by the MHHS Programme]	 [TBC - awaiting to see output of CR001 and CR002 Impact Assessment analysis by the MHHS Programme] It would result in delays to delivery plans of some central delivery parties that are likely to have a fairly significant cost impact.
	Are there steps parties could take to make a more cost effective timeline realistic, credible and achievable and what consideration has been given to taking them?	 See CR001 Recommendation 2 and 3 for recommendations over additional steps that could be taken to further reduce the risk associated with the delivery of CR001.	 Detailed planning needs to be performed to assess whether CR002 can provide a lower risk approach to delivering the overall timeline/benefits [CR002 Recommendation 1]
	Has the impact of moving of M5 on the overall plan and the benefits been considered and have steps been taken to minimise any delay?	 The full impact on the overall plan and benefits has not been fully worked through at this time. The proposed timeline, if delivered, does present the lower risk option than CR002 in terms of impact on the overall timeline at this stage due to the shorter delay to M5 from the current plan..	 The full impact on the overall plan and benefits has not been fully worked through at this time. The proposed timeline does present the higher risk option than CR002 in terms of impact on the overall timeline due to the 7 month delay.
	Are there other plan options that should be considered to deliver the M5 physical design baseline?	 See CR001 Recommendation 2 for recommendations over additional steps that could be taken to further reduce the risk associated with the delivery of CR001.	 The plan is driven by the Suppliers feedback that they cannot engage until September and then 3 months of consultation. There is no clear rationale why 3 months is required and there this could potentially be reduced as part of detailed planning for the delivery of [CR002 Recommendation 1].

Key:



Lower risk of not achieving overall plan/benefits



Moderate risk of not achieving overall plan/benefits



Higher risk of not achieving overall plan/benefits

Appendices

Appendix 1 - Scope of Assurance Activity

The objective of this assurance activity was to provide an independent assurance view over the proposed Change Requests (CR001 and CR002) to replan the M5 Design Baseline milestone in support of decision-making by the Programme Steering Group (PSG).

Out of Scope / Limitations of Scope

- Assessment over whether the solution design is fit-for-purpose is out-of-scope for this review
- Review of design documentation to assess the quality of design is out of scope for this review and will be covered by subsequent assurance activities as part of WP4 'Design Documentation'
- The assurance activities are being performed over a limited time period to enable IPA input into the PSG meeting on 6 April 2022. As such the extent of assurance activities will be scaled to meet this timeframe and are dependent on the availability of interviewees and timely access to documentation.

Exam questions	Scope item
<p>Is the proposed plan for each CR realistic, credible and achievable and does it minimise the risk of later re-work and/or delay?</p>	<p>Design plan and reporting</p> <ul style="list-style-type: none"> • Is a credible plan in place and appropriately resourced to complete the remaining design activities with a clear approach to reporting on progress against the plan? • Does the current status of design activity support successful delivery of the proposed replan? • Have Risks, Issues, Assumptions and Dependencies over the plan been identified and are they either being addressed or a plan is in place to address them? <p>Governance and programme party engagement</p> <ul style="list-style-type: none"> • Are appropriate structures for programme party engagement in design activity in place with clear processes for programme party communication and participation? • Have the areas of design most relevant for programme party engagement been clearly articulated, prioritised and communicated by the programme? • Has the level and quality of engagement that can be provided by programme participants in the design activity has been clearly articulated? • Where resource constraints exist at programme participants, due to wider market conditions, is this underpinned by clear evidence/impact assessment? • Is an approach in place, using appropriate architectural principles, to ensure that the design adequately captures process, data, technical, security, and other non-functional requirements? • Does the plan and design quality assurance approach support the delivery of a design baseline that minimises the risk of future re-work and/or delay?
<p>Is the plan for each CR the most expedient route to implementation that meets the requirement in Key Exam Question 1?</p>	<ul style="list-style-type: none"> • Is the proposed timeline the most cost effective approach taking account of the costs of all programme parties and the delayed benefits to consumers as a result of overall programme delay? • Are there steps parties could take to make a more cost effective timeline realistic, credible and achievable and what consideration has been given to taking them? • Has the impact of moving of M5 on the overall plan and the benefits been considered and have steps been taken to minimise any delay? • Are there other plan options that should be considered to deliver the M5 physical design baseline?

