

Information for Quality Programme (IfQ) – Managing Risks

Strategic delivery: Setting standards Increasing and informing choice Demonstrating efficiency economy and value

Details:

Meeting	Audit and Governance Committee
Agenda item	6
Paper number	[AGC (07/10/2015) 466 NJ]
Meeting date	7 October 2015
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Output:

For information or decision?	For information
Recommendation	The Committee is asked to note this update
Resource implications	None as regards this update; Programme resource position set out in paper.
Implementation date	In Progress
Communication(s)	Extensive stakeholder communication
Organisational risk	<input type="checkbox"/> Low <input checked="" type="checkbox"/> Medium <input type="checkbox"/> High
Annexes	N/A

1. Introduction

1.1. The Information for Quality (IfQ) Programme encompasses:

- The redesign of our website and Choose a Fertility Clinic (CaFC) function.
- The redesign of the 'Clinic Portal' (used for interacting with clinics) and combining it with data submission functionality that is currently provided in our separate EDI (Electronic Data Interchange) system (used by clinics to submit treatment data to the HFEA)
- A revised dataset and data dictionary which will be approved by the Standardisation Committee for Care Information (SCCI)
- A revised Register of treatments, which will include the migration of historical data contained within the existing Register
- The redesign of our main internal systems that comprise the Authority's Register and supporting IT processes.

1.2. This report updates the Audit & Governance Committee (AGC) on the progress of the Information for Quality (IfQ) programme, specifically in the areas covered by the AGC terms of reference.

2. Progress update

2.1. The IfQ Programme has made significant progress since the last update to AGC. The procurement process of selecting suppliers is now complete, with Reading Room Ltd and Informed Solutions selected. This work has been mobilised, with five 'sprints' (usually a two-week period of activity) now completed. With the commencement of the Alpha phase during sprint four, the blended team is currently working towards producing Proof of Concept work by end of Alpha phase (3 November 2015).

2.2. Website and CaFC project, and Clinic Portal project have made significant progress with the completion of programme phase 'Discovery +', where we finalised users' expectations of the new systems work. Early conceptual designs have also been produced during the early stages of Alpha, which are now being refined in the lead up to a Proof of Concept.

2.3. The work and resources required for Internal Systems has now been identified as part of the finalised IfQ Release and Delivery plan.

2.4. Data Migration cleansing work continues, with the Register and IT teams continuing to make progress on cleansing and reporting activity. Work and resources required for the remaining data migration activity have also been identified as part of the IfQ Release and Delivery plan.

3. 'Alpha' update - expenditure

- 3.1. As advised in the last IfQ update to AGC, the IfQ business case and associated digital expenditure controls for IfQ were conditionally approved by the Department of Health (DH) and the Cabinet Office's Government Digital Service (GDS) on 28 April 2015.
- 3.2. For capital infrastructure (redesigning our main internal systems), DH fully approved expenditure of £390,530.
- 3.3. For digital expenditure (covering the Website, CaFC and Clinic Portal), DH and GDS granted conditional approval for £180,000 expenditure for the Alpha Programme phase only.

4. Approvals to proceed

- 4.1. In order for IfQ to progress from Discovery to Alpha, the HFEA was required to satisfy the conditions of approval agreed upon in April 2015 by performing additional Discovery phase activities. It was agreed the outcomes of this would be shared with DH.
- 4.2. This additional 'Discovery +' phase has now been completed. The outcomes have been formally accepted by the IfQ Programme Board. The findings will be circulated with DH for information and to demonstrate we have filled the gaps identified. No formal input is required from DH or GDS at this stage.
- 4.3. Alpha will require a formal DH led service assessment. There are risks to achieving approval leading to a potential delay to the commencement of Beta. This would have negative time and budget implications for IfQ more broadly. (although plans are in place to mitigate this). An assessment panel has been provisionally booked in for the week commencing early November 2015.
- 4.4. We will work closely with colleagues in DH so all concerned are aware of respective expectations.

5. Contract matters

- 5.1. A contract to support 'internal' infrastructure changes resulted in the satisfactory delivery of the majority of the contract but deficiencies as regards an aspect of Release and Delivery Plan.
- 5.2. The IFQ programme board agreed to pay the invoice sum in full due to the desire not to be in dispute for a relatively small sum (c.£2,000) but not to sign off the 'acceptance certificate.' This matter is subject to dispute, albeit at an informal level to date.

6. IfQ Programme Plan

- 6.1.** The detailed IfQ Programme Plan was finalised and presented to SMT, IfQ Programme Board and CMG during September, with two options for resourcing strategy and associated delivery timeframes.
- 6.2.** Both resourcing strategies proposed that:
- external specialist IT resources be procured where HFEA does not already possess those skills;
 - additional Register Team resources would be procured to progress mandatory data migration work given the dependence on migration activity to key delivery milestones; and
 - additional project support resource be procured for a term of nine months to support the Internal Systems project delivery given revised timescales
- 6.3.** Notwithstanding these, the options centred around the release date of the key deliverable – that is the clinic data submission system (EDI), and the impact this has on the Programme contingency sum.
- 6.4.** The IfQ Programme Manager recommended an option to SMT, IfQ Programme Board and CMG, of an early as feasible release on the basis that it provides benefits for our stakeholders largely in accordance with their expectations, and importantly maintains the momentum of the Programme. Should a significant cost pressure in the programme arise there will be pressure on business as usual budgets. Directors are signed up to such a course of action should the necessity arise.
- 6.5.** The IfQ Programme Plan and the preferred option were endorsed by SMT and CMG and approved by IfQ Programme Board on 28 September 2015.
- 6.6.** The revised programme timeline will be presented at the meeting.

7. Governance

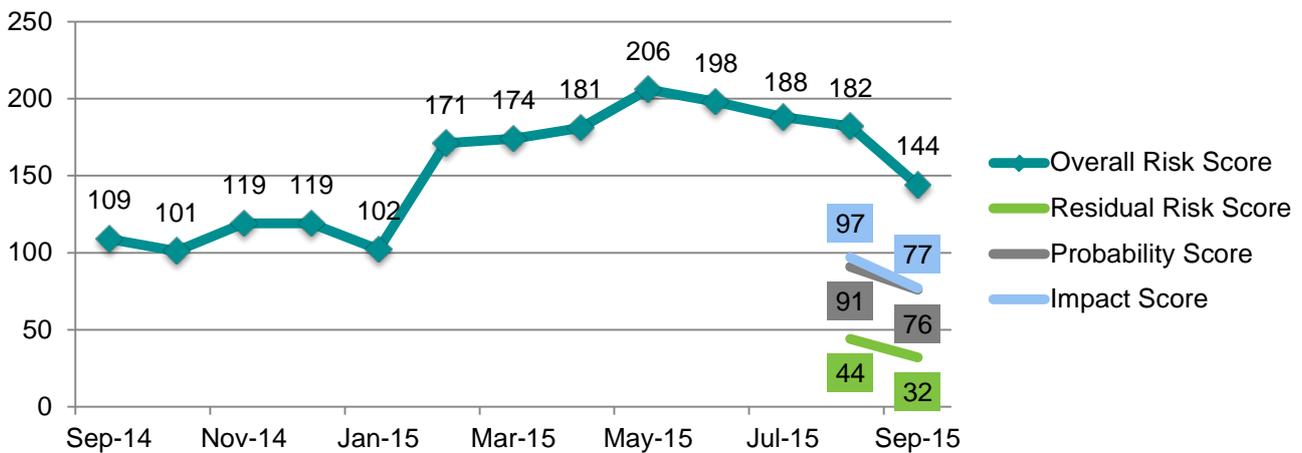
- 7.1.** The IfQ Programme Board has continued to meet and has reported progress to the June, July, August and September 2015 meetings of the Corporate Management Group (CMG).
- 7.2.** An item regarding IfQ is presented at each meeting of the Authority, the latest on 24 September 2015.
- 7.3.** The Programme Board monitors progress against Gateway Review recommendations. The primary outstanding recommendation, relating to the finalisation of a resourced release and delivery plan is addressed above. The mobilisation of a further Gateway Review remains under consideration by the IfQ Programme Board.

8. Risk and Issues update

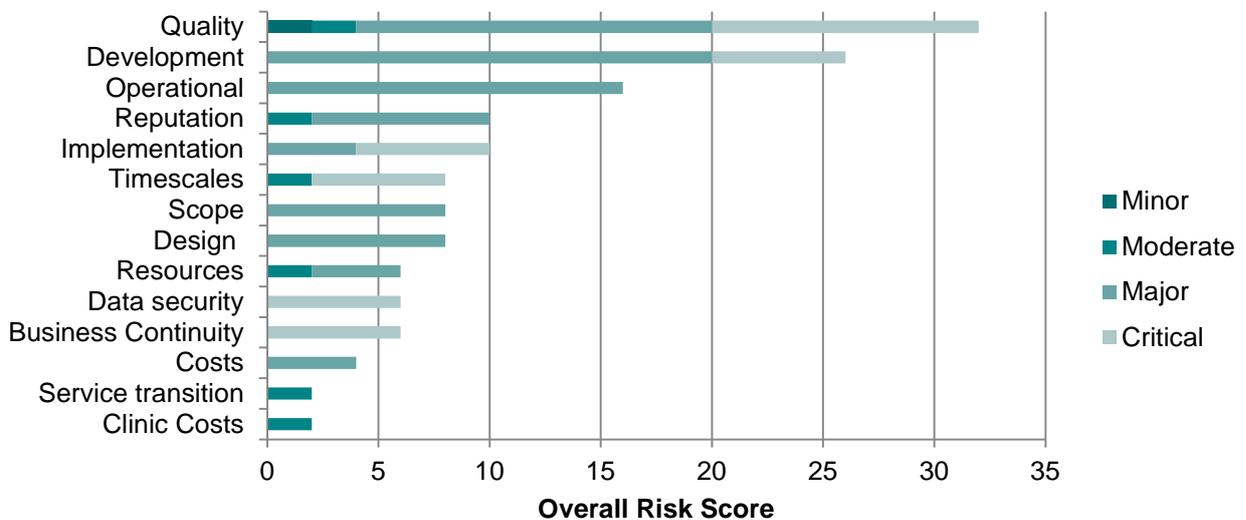
- 8.1.** The IfQ Programme continues to manage risk and issues proactively, with Product Owners and the IfQ Programme Manager maintaining risk and issue logs. These are reported on at the IfQ Programme Board on a monthly basis, and are also reviewed in the context of IfQ Project and Programme highlight reports. IfQ risks are integral to the HFEA strategic risk register, covered under a separate item at this meeting.
- 8.2.** Key areas of risk for the IfQ Programme remain centred on Data Migration work, in particular regarding decisions about timing for cleansing and migrating 'must' and 'should' data, and striking an appropriate balance with achieving sufficient quality. These risks are being proactively managed, with IfQ Programme Board reviewing the details of the work in August, and deciding appropriate resourcing and timing parameters for the work in September.
- 8.3.** A second key area of risk for the IfQ Programme has been determining the delivery and resourcing plan to support the required Internal Systems work. A key milestone for addressing this area of risk has been achieved since the last AGC update through finalising the IfQ Programme plan.
- 8.4.** The below line graph represents four different risk scores for the IfQ Programme. Risk scores are applied to each individual risk for different dimensions of that risk (e.g. probability and impact). The risk scores for the IfQ Programme have declined in recent months, owing primarily to the closure of risks associated with the tender process and commencement of external resources.

8.5. The four summary risk scores represented are:

- The sum impact score for all risks currently active.
- The sum probability score for all risks currently active.
- The sum residual risk score for all risks currently active.
- The overall IfQ risk score, which combines impact and probability all active risks.



8.6. The bar graph below expands upon the current IfQ risk score for 144, showing those scores against IfQ Programme risk categories. This graph illustrates that the most significant areas of risk, considering perceived impact and likelihood, are related to quality issues (with a focus on Data Migration work), and development related issues (as part of the Internal Systems work).



9. Internal Audit

- 9.1.** As previously advised, the IfQ internal audit programme is to observe deliberations as regards the data migration strategy and implementation. A member of the internal audit team has now observed a March and September IfQ Programme Board.
- 9.2.** As a result of attending the September IfQ Programme Board, The Head of Internal Audit at the Department of Health (DH) provided an Audit File note regarding Data Migration to the HFEA on 15 September 2015. The note apportioned a 'medium' risk rating to the risk areas summarised below, and requested IfQ Programme Board decisions be made regarding their management:
- Data which needs to be evaluated for quality prior to migration isn't due to database queries not yet run.
 - Decisions about timing for cleansing and migrating 'must' and 'should' data must strike an appropriate balance between risk of project delay and cost overrun while ensuring quality, completeness and accuracy of data.

10. Standing Instructions – Contracts Awarded

- 10.1.** In accordance with Standing Financial Instructions the Committee is asked to note that the following contracts have been awarded since the last meeting:
- 10.2.** Informed Solutions Ltd was awarded the following Statement of Work of Crown Commercial Services' Call-Off Agreement, dated 08/07/2015.
- DS01-220: For the provision of specialist resources and project documentation deliverables during Sprint 0, valued at VAT, £42,720 inclusive.
- 10.3.** Reading Room Ltd was awarded the following Statements of Work of Crown Commercial Services' Call-Off Agreement:
- DS01-215: For the provision of a body of user research ('Discovery +') valued at £19,570 VAT inclusive.
 - DS01-216: For the provision of a designer to modernise CaFC valued at £19,808 VAT inclusive.
 - DS01-217: For the provision of design work for Website and Clinic Portal valued at £31,360 VAT inclusive.
 - DS01-218: For the provision of developer, technical architect and content designer resources to modernise the HFEA website valued at £36,993 VAT inclusive.

- DS01-219: For the provision of key deliverables for Sprint Zero and Alpha stages, including a functional Proof of Concept valued at £30,789.50 VAT inclusive.

11. Recommendation

11.1. The Committee is asked to note this report

Nick Jones

Director of Compliance and Information