



Date	22 December 2014
Client	Ministry of Business Innovation & Employment, Immigration NZ
To:	David Smol MBIE Chief Executive
Copy:	Nigel Bickle Vision 2015 SRO
From	Kevin Bryant Director, IQANZ
Subject	Vision 2015 Programme – Bi-monthly Assessment #4 – October/November 2014

Introduction & Context

This memo presents the high level findings from the fourth programme-level assurance review completed by IQANZ. It follows discussions with selected programme management and governance stakeholders during October/November as well as review of available programme management documentation.

Where the first three assurance reviews focused on embedding programme disciplines and baselines and the delivery of an integrated suite of projects to achieve programme outcomes, this fourth review has focussed heavily on the progress the programme has made against the key observations and recommendations we made in our last report. We also note that during the period of review the SRO had commissioned an additional review from Sir Maarten Wevers focusing on governance structures and whether or not the programme is positioned effectively to deliver its remaining components. Where possible we have ensured that there is no overlap between Sir Maarten's review and this update

Conclusion and Overall Observations

The following Summary Assessment (SA) reflects the independent opinion of the Review Team on the likelihood that the Vision 2015 Programme will deliver its objectives and benefits within time, budget and to the agreed level of quality.

Rating	Description
Feasible	Successful delivery of the programme appears feasible but risks or issues require management attention. The risks or issues appear resolvable at this stage of the programme if addressed properly.

- Student Online was successfully delivered in September and continues to operate well. The “soft launch” approach to this release was appropriate and has allowed MBIE to regulate the volume of online visa applications during the first months post implementation. We are advised that performance is satisfactory and visa processing times have been reduced significantly as expected. We are further advised that the benefit release plan for Student Online is nearing completion and expected benefits are on track for release in the first quarter of next calendar year.



- e-Medical pilot went live in November and there is expected to be a progressive implementation during December and into the New Year. Early indications of the pilot are positive. We will provide a further update in our February report.
- As the programme delivers each successive component and with the development and approval of the future operating model, there will be an ever increasing reliance on the GM Visa Services to manage and embed new ways of working as well as delivering the release of planned benefits. The Sir Maarten Wevers report draws attention to these matters and makes a series of recommendations for consideration. We support the approach adopted in the report and see no need to make further comment or duplication in this note.
- In our last review we noted that further work is required during the next period ensure that sensible and pragmatic controls are in place to provide the SRO and Programme Board with an appropriate level of information from which informed decisions can be made. In particular:
 - Addressing the lack of strong financial management controls and a clear reconciliation of programme finances to the approved business case and down into individual programme work streams.
 - Individual project schedules that collectively make up each BSD can be simply reconciled at the task and effort level to programmes budgets.

During the last month we have been working closely with the programme to understand the activity that has been undertaken to remedy these key areas. I am pleased to report that considerable activity has been undertaken to:

- Develop and lock down the future operating model
- Derive and scope the work streams required to deliver the operating model and its associated supporting tools and technology
- Prioritise and package the work streams into appropriate BSD packages
- Appointment of key project resources to manage finances, schedules and the relationship between these key components
- Refinement of financial management, contract management, time sheeting, and financial approval workflow processes.
- Establishment of a consolidated schedule for the approved remaining projects that will provide the basis of reporting to the Board together with underpinning detailed schedules (level will vary depending on complexity and size) that will support this consolidation.

Much of this activity is still work in progress, but from what we have seen to date we are comfortable that early in the new year the programme will be in a position to seek SRO and Board approval to baseline the remaining activity and then be in a strong position to be able to track and monitor progress against this baseline. With our next report due in early February 2015 we will provide a further progress update at that stage.

- A further component of our last review raised concerns that whilst a number of endorsed related projects were being reported by the Programme, control of these projects was not always within the Programme. Again we are pleased to advise that decisions have been taken by the SRO to include in the scope of the Programme all of the approved Endorsed Related projects. Those that are still proceeding are now included in the set of approved work streams that make up the remaining work programme. The only caution we have is that the SRO ensure where Opex funding was coming from other parts of the Immigration Business or from elsewhere in MBIE, that those funds are either suitably “ring-fenced” inside their existing cost centres or moved to the Opex budget of the programme such that the programme can appropriately report against them in addition to the approved Opex from the business case. We will monitor progress on this matter in the New Year.

Our next review will be looking to see confirmation strong financial management and scheduling disciplines are embedded into the programme and reported in an appropriate manner to the SRO and Board. We will also look at



the Programme's readiness for the planned Gateway 4 review scheduled for March/April 2015. We note that with the completion of the recent Sir Maarten Wevers Governance review, the scope of our activities in January/February 2015 will exclude any further work on governance structures and associated processes. In addition we will expect to see the benefit realisation plans and actions updated to reflect the change in origin for some benefits together with benefits from Student Online begin to accrue. If we are able to see similar levels of progress we have for this period we will consider improving our delivery confidence assessment to "Likely".

Finally, our previous review identified x4 key recommendations for consideration by the programme. These recommendation were essentially related to the matters discussed above. Much work has been undertaken to implement the recommendations but is as yet not fully complete. We propose to update the full recommendation table as part of the formal review during January February 2015.

Kevin Bryant
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