

Victoria University of Wellington

Student Services Transformation Programme Independent
Quality Assurance assessment report
January 2020



PwC

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Phil O'Connell
Director, Safety, Risk and Assurance
Victoria University of Wellington
PO Box 600
Wellington 6140

21 January 2020

Student Services Transformation Programme Independent Quality Assurance assessment report

Dear Phil

In accordance with our Letter of Engagement dated 28 September 2019, we have completed our Student Services Transformation Programme (SSTP) Independent Quality Assurance (IQAA) assessment. Our observations, findings and recommendations per our scope and agreed approach are set out in this report, and are based on our fieldwork performed during October 2019. We have not performed any subsequent procedures between our fieldwork and the date of our report to determine if any new risks or issues that could impact our overall assessment have arisen.

I would like to take this opportunity to acknowledge and thank the Victoria University of Wellington personnel for the time and contributions they have made to enable us to perform this engagement.

Please feel free to contact me on [REDACTED] if you have any questions or require any further information.

Yours sincerely,

[REDACTED]
PricewaterhouseCoopers





**Executive
summary**

Executive summary

The Student Services Transformation Programme has been in place for six years and has a key role in enabling the Victoria University of Wellington strategy. \$16.7m has been spent to date including \$16.2m capex and \$0.5m opex. Of the \$16.2m capex, \$11m has been loaded into the fixed register and \$5.2m remains in WIP

The Student Services Improvement Project (SSIP) was established in 2013 and has implemented a Student CRM (SRRM), medical centre system, course information system and timetable system.

In February 2018 SSIP was strategically reset to the Student Services Transformation Programme (SSTP). Key challenges driving the reset included an absence of the student voice, focus was placed on technology change instead of business change, no target operating model was defined, and the project was over-reliant on external technology vendors.

SSTP is now made up of four projects supported by overarching programme management and change management workstreams. Whilst some progress has been made a number of milestones have been delayed for a year. SSTP's projects include:

- Defining a future student services Target Operating Model (TOM) that describes how the Victoria University of Wellington (VUW) will operate the student journey across people, structures and processes through to systems, information, data and physical locations
- A new online enrolment experience and solution
- Lifting and improving student retention
- Implementing a new Customer Relationship Management (CRM) system across the University.

A number of key challenges since the SSTP reset have prompted you to determine if bigger SSTP issues exist

These challenges identified by the University include:

1. Recognition a large amount of University funds have been spent on SSIP and SSTP since 2012 with a lack of clarity on both SSIP and SSTP effectiveness and outcomes
2. VUW does not have a mature programme management framework and enablers in place, e.g. enterprise architecture (i.e. the clarity and specificity of the VUW's vision and strategy and how to get there), data governance, portfolio management, decision making criteria and responsibility for etc.
3. The former SSTP Programme Manager noted the online enrolment systems were not fit for purpose and therefore would not enable the June 2019 enrolments: we understand the base software was never intended for this purpose. These technology issues resulted in the online enrolment system implementation stopping, and in July 2019 the Review Panel requested the new Programme Director to undertake a status review of the outstanding WIP from 2012 (\$5.1m). The outcome was a 22 August 2019 memo to the SSTP Review Group that recommended writing off \$1.6m from the OESR project
4. The programme has faced natural personnel turnover throughout its life, however in May 2019 a material turnover of programme personnel occurred including the Programme Manager who was a long standing permanent employee. Challenges have also been faced in securing additional University personnel beyond the Communications Advisor and Change Advisor roles due to capacity, capability, willingness to work on SSTP and lengthy HR secondment processes (continued next page)

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5. In response to these challenges the University:
- Has established a streamlined Review Panel which is currently governing SSTP, is made up of SSTP governance board members, and is working with the new (1 August 2019) Programme Sponsor to reset SSTP
 - Since September 2019 is designing a more integrated resourcing approach that brings University personnel and expertise into the programme
 - Is developing a phase two business case and prepared an August 2019 programme plan
 - Asked PwC to undertake a SSTP IQA assessment by:
 - Understanding SSTP's history using information shared by programme management
 - Assessing what has been delivered to date, whether there are any major concerns or risks with what has been delivered, and if there are any further capitalised projects/WIP which may need to be written down
 - Assessing the current programme structure including governance, projects, teams, roles, reporting, change leadership etc. and highlight any major risks to be addressed
 - Assessing the planned assurance approach to determine if it will provide timely trust and confidence over the key programme risks and critical success factors
 - Identifying lessons learned that are relevant for the University as it embarks on its change journey.

(continued)

Our scope

Are there any major concerns or risks with what has been delivered? If so are any there further capitalised projects/WIP which may need to be written down?

Key observations

In summary: We identified an additional \$840k of WIP and \$118k from the Fixed Asset Register for write off beyond the \$1.6m WIP identified to date. Serious architecture findings also exist that challenge the future viability of the SSTP programme and put the existing CRM fixed asset value (\$2.1m) and WIP (\$300k) at risk

- Five SSTP milestones have been delivered since 2018 albeit behind schedule. These include:
 - Live deliverables providing VUW some operational value:
 - Stabilise the current online enrolment system (delivered on time), noting this focused on fixing technical problems and did not change domestic and returning students processes
 - Complete the CRM rollout (three months behind schedule), noting the CRM is only operating in pockets of the University
 - Handover the CRM to BAU (three months behind schedule) noting, there is no ITS support in place, SLAs or licence funding, and has not been signed off by governance
 - Design deliverables not live: Design the TOM (11 months behind schedule) and establish the student retention framework (four months behind schedule)
- The remaining deliverables that have not started or are in progress have faced year-long delays due to an overly optimist phase two transformation schedule, and the new Programme Director finding the phase one high-level design would not enable the build and implementation phases, i.e. additional design work was required before the build could begin
- We note the Banner Documentation Management System was purchased in 2014/2015 and is not on any roadmap for use. \$840k of associated WIP and \$118k from the Fixed Asset Register (\$418k capitalised minus \$300k depreciated) should be written off
- The Programme Director identified the risk of the \$1.6m Online Enrolment System Replacement (OESR) WIP when the project was halted as the system was deemed not fit for purpose. This write-off was confirmed following KPMG's September 2019 Architecture review whose findings seriously challenge the quality of the TOM and CRM work completed to date and how it will enable future programme activities and benefits. A common theme exists across a number of KPMG's findings which is that the TOM does not provide a clear and complete view of how the University will operate across the entire student journey, and the CRM currently in place is not fit for purpose and is not providing a coherent capability across the student lifecycle. It is doubtful the current CRM will provide the necessary backbone for both the TOM and Student Success projects.
- These are significant findings that really challenge the value delivered to date and the viability of the SSTP programme. Further significant business and technology architecture work, with appropriately experienced personnel, is needed before progressing further.

(continued)

Our scope

Are there any major risks to be addressed across the current programme structure including governance, projects, teams, roles, reporting, change leadership etc?

Will the planned assurance approach provide timely trust and confidence over the key programme risks and critical success factors?

Key observations

In summary: SSTP needs increased capability and work should continue putting in place effective governance supported by enough time for personnel to fulfil their governance responsibilities. The current business and technology architecture concerns raised in KPMG's report however present the biggest challenge and are placing the ability of SSTP to realise its outcomes at significant risk

- KPMG's architecture review findings should be used as part of the reset to assess and understand:
 - What SSTP work to date can be used to build and implement the TOM and Student Success (online enrolment and student retention) projects, and the CRM's ability to align to and support VUW's strategy
 - Gaps or rework required, and the associated effort, cost and duration
- We understand a 1 November workshop was held to begin this review by assessing how well the CRM is positioned to enable SSTP and its planned business outcomes. This review should be completed urgently and other projects should be placed on hold whilst this important analysis is completed

In summary: Not yet. Focus is first required to address TOM and CRM architecture concerns and determine whether SSTP remains a viable programme in its current form

A draft SSTP Quality and Assurance, Monitoring and Control Plan has been prepared. This plan includes internal and external assurance scope areas. Work should continue defining:

- When milestone-based assurance activities will be delivered, with a focus on providing forward-looking assurance that helps SSTP proactively navigate risk
- Who, i.e. internal or external assurance, should deliver each part of the section seven milestone-based and on-going assurance activities (continued next page).

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Our scope

What lessons have been learned as the University embarks on its broader change journey beyond SSTP?

Key observations

In summary: A large number of lessons have been learned across the full range of programme activities. These lessons will be relevant to a number of business and technology projects

Enterprise, solution and technology architecture must be clearly defined before delivery begins: This is essential to defining how VUW will operate in the future and enable the building of processes, capability and solutions aligned to these needs.

Capability, skills and experience: SSTP has used a number of external contractors and has faced significant turnover. With the issues raised in the KPMG report, the abandoned OESR project, and the lack of tangible operational deliverables over the past 18 months, it would be prudent to question the breadth and depth of VUW's capability to execute complex change programmes, the current delivery model and VUW's ability to solely address our and KPMG's findings. The past has not worked.

Governance: Recent effort has been spent to lift governance capability. This should continue to allow senior business to lead and govern change. We also recommend support from an experienced external member. Continue to focus on providing clear and transparent information to support governance decision-making, drive quality, and proactively manage

risk. Clarity is also required over governance roles and responsibilities and training needed, and enough time set aside for governance personnel to fulfil their governance roles

Procurement and value for money: Commercial personnel should be part of project IT procurement to support the selection of products and services aligned to VUW's needs

Financial management: Programme and project financials should be managed to whole-of-life business cases instead on annual funding requests. This:

- Will help drive good decision making throughout the entire programme lifecycle and drive a return on investment
- Is required per VUW's investment framework introduced three years ago.

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Detailed
observations,
findings and
recommendations

IOA scope area one: Understand SSTP's history

Our agreed approach

Obtain from programme management a documented high-level outline of the programme's history including:

- The original scope, schedule and subsequent changes
- SSTP outputs delivered to date, what remains in progress, and what has been stopped
- Themes arising from the 2016 IOANZ IOA
- A summary of every project's budget, actuals and where relevant forecast
- Findings arising from the internal and external reviews recently commissioned by the Programme Director

The Student Services Improvement Project was established in 2013 and underwent a February 2018 strategic reset to become SSTP

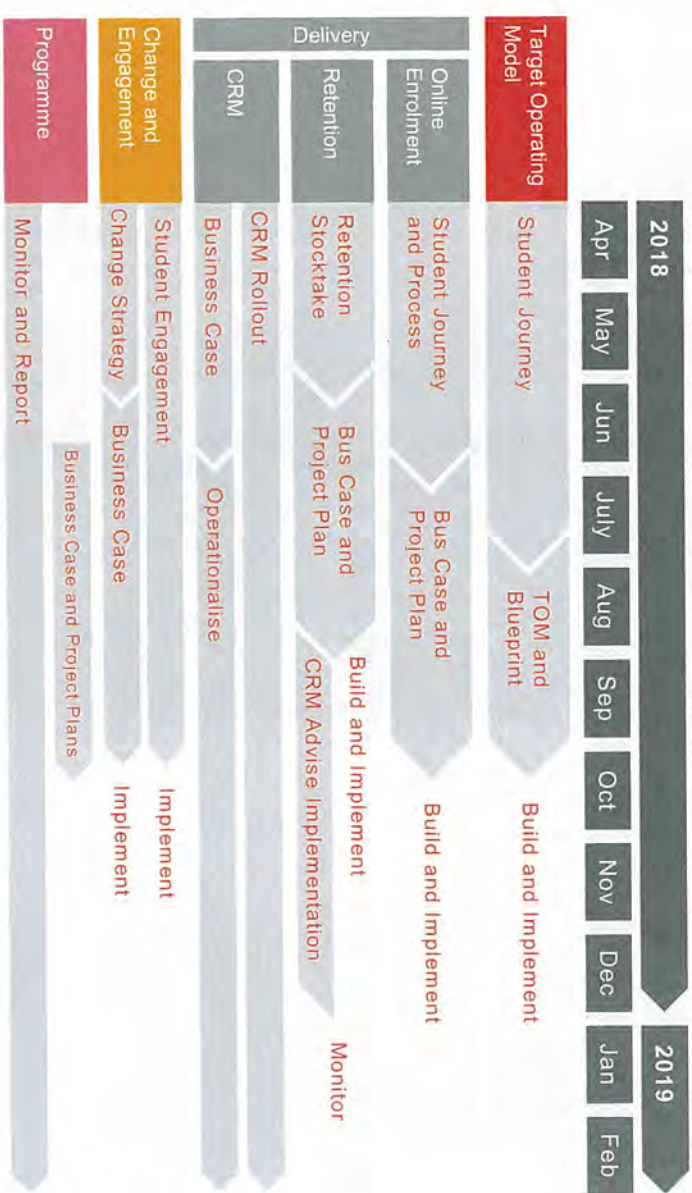
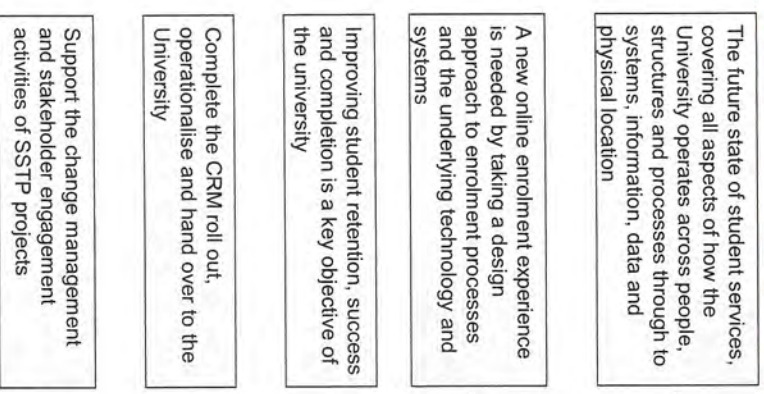
In 2013 the Student Services Improvement Project (SSIP) was established to improve Student Academic Services through improving the student experience, supporting efficient academic delivery and creating efficiencies. SSIP produced the following deliverables:

- Student CRM (SRRM)
- Medical Centre system
- Course Information system
- Timetable system.

As part of this reset a May 2018 SSTP programme plan was endorsed by the University's Senior Leadership Team – this was the last baselined SSTP scope, timeframes and cost¹. \$16.7m has been spent to date including \$16.2m capex and \$0.5m opex. Of the \$16.2m capex, \$11m has been loaded into the fixed register and \$5.2m remains in WIP

In February 2018 the SSIP Programme was strategically re-set and a new governance structure established in reporting the following Student Services Transformation Programme (SSTP) challenges:

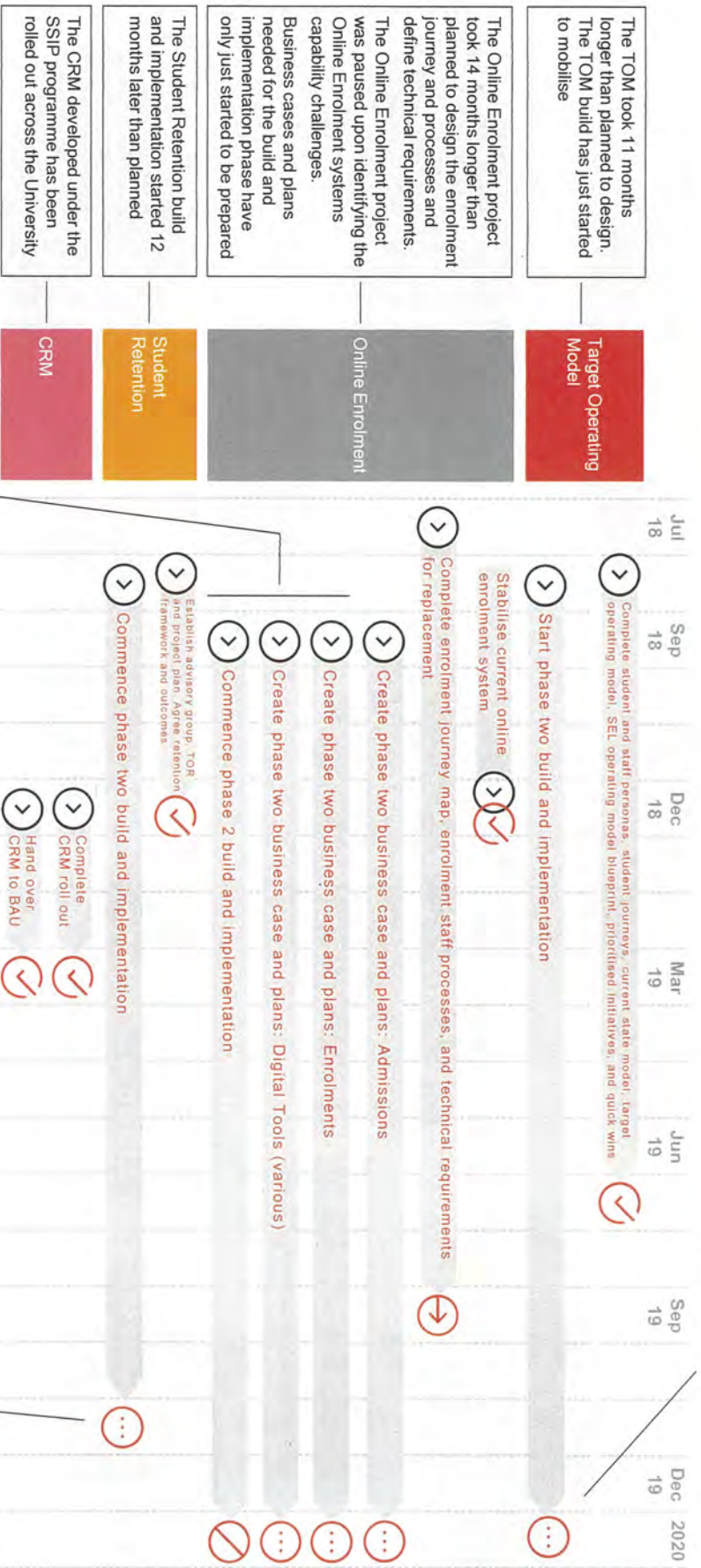
- Absence of the student voice
- Focus on technology change instead of business change
- No target operating model
- Over-reliance on external technology vendors.



¹ The new Programme Director noted this reset schedule was unrealistic for a transformation of this scale and complexity, the level of funding and the resourcing that was made available to SSTP, and VUW's low level of organisational maturity in key disciplines including governance, mandate/leadership, portfolio management, EPMO, enterprise architecture, data governance and change management.

Since its May 2018 reset the SSTP programme has faced a number of year-long delays. Key drivers include an overly optimistic phase two transformation schedule, and the new Programme Director finding the phase one high-level design would not enable the build and implementation phases, i.e. additional design work was required before the build could begin

The TOM phase two build and implementation is scheduled to start January 2020, 17 months later than originally planned



The TOM took 11 months longer than planned to design. The TOM build has just started to mobilise

Target Operating Model

The Online Enrolment project took 14 months longer than planned to design the enrolment journey and processes and define technical requirements. The Online Enrolment project was paused upon identifying the Online Enrolment systems capability challenges. Business cases and plans needed for the build and implementation phase have only just started to be prepared

Online Enrolment

The Student Retention build and implementation started 12 months later than planned

Student Retention

The CRM developed under the SSIP programme has been rolled out across the University

CRM

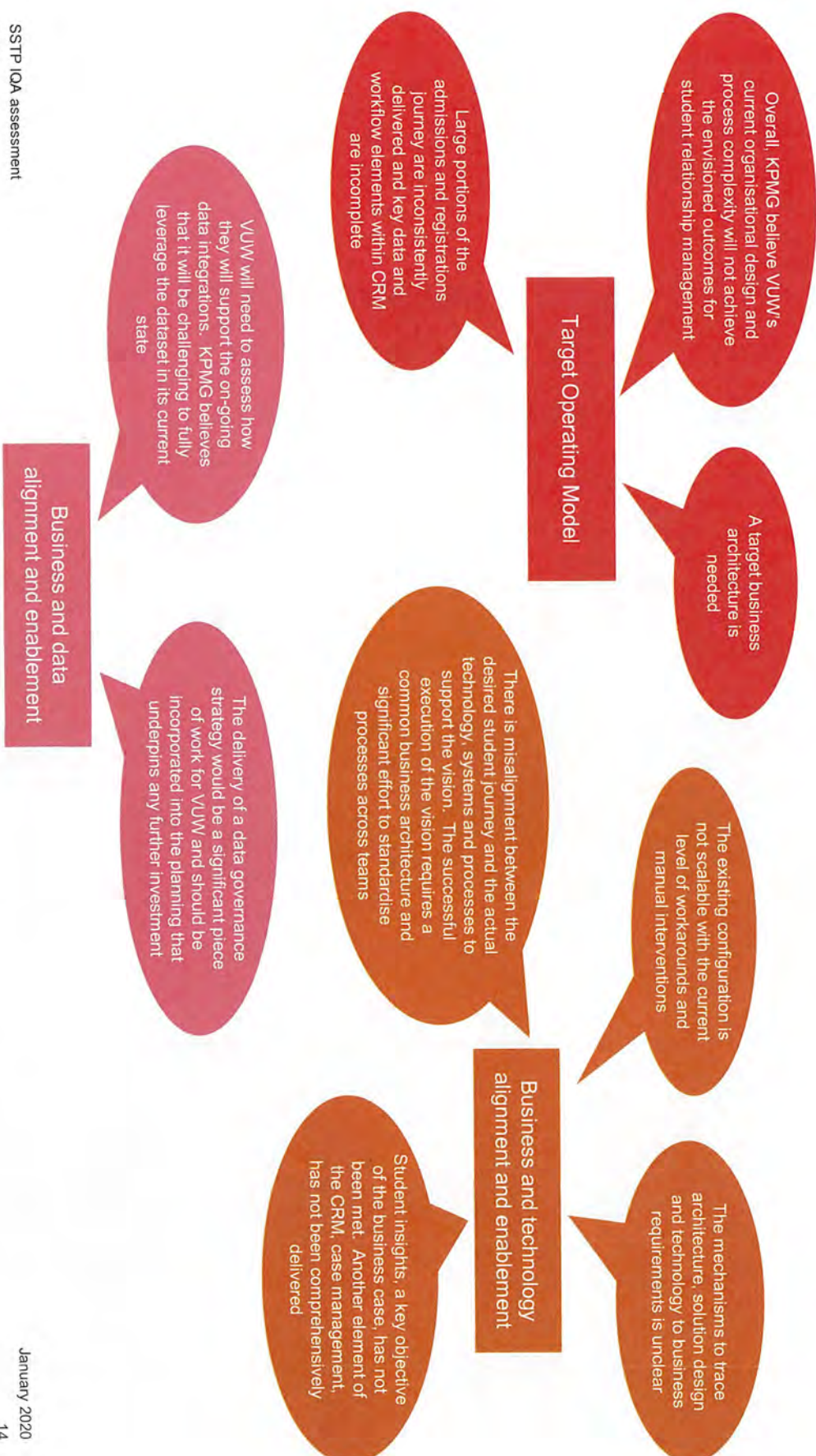
Phase two business cases and plans started in June 2019, nine months later than originally planned. These were required when the new Programme director noted the 2018 business cases only requested the provision of funding for 2019, and did not apply for it

The student retention pilot is underway in trimester three and is focusing on student retention interventions

KPMG completed a September 2019 CRM architecture review. Serious findings were identified that challenge the quality of the TOM and CRM work completed to date and how it will enable future programme activities and benefits

The Programme Director identified the risk of the \$1.6m Online Enrollment System Replacement WIP when the project was halted as the system was deemed not fit for purpose. This write-off was confirmed following KPMG's September 2019 Architecture review whose findings seriously challenge the quality of the TOM and CRM work completed to date and how it will enable future programme activities and benefits. A common theme exists across a number of KPMG's findings which is that the TOM does not provide a clear and complete view of how the University will operate across the entire student journey, and the CRM currently in place is not fit for purpose and is not providing a coherent capability across the student lifecycle. It is doubtful the current CRM will provide the necessary backbone for both the TOM and Student Success projects.

A number of serious observations were raised:



An August 2019 memo from the SSTP Programme Director to the SSTP Review Group challenged the value delivered by the current SSTP financial work in progress

This memo recommended writing off the \$1.6m Online Enrolment Systems Replacement project WIP. This project has been halted as it was deemed not fit for purpose. The solution was an old version of Ellucian Recruit and the new Enrolment project is not using the work completed on this project. The last costs incurred on this project were in 2017.

Further write-off risks for consideration are described in scope area two that follows.

A 2015 IQANZ review identified a series of governance and report transparency themes – these have been considered by SSTP as part of the recent reset

IQA scope area

Recommendation

SSIP programme

Strengthen programme governance

Develop a Programme Board terms of reference with supporting roles and arrangements
Appoint an independent Programme Board member
Appoint the SSTP Sponsor to the Programme Board Chair

Strengthen programme transparency

Provide Programme Board members and wider personnel the clarity they need to act in their roles
Improve time, cost, quality reporting to facilitate faster and more accurate decision making

Championing of the programme from the top

Use the SLT to drive engagement and programme support

Independent Quality Assurance

Regular IQA should be embedded into programme

CRM project

Project transparency

Improve information provided to programme, project and impacted stakeholders on the scoped delivery

Championing of the programme from the top

The project will only succeed with organisational and board support

IQA scope area two: Assess what has been delivered to date

Our agreed approach

Complete a high level assessment of whether each project has been successfully completed and delivered, noting we will not complete a benefit realisation assessment for each project, rather we will complete a high-level assessment to determine:

- If the project has been delivered per its scope or not
- Whether there are any major concerns or risks with what has been delivered
- If there are any further capitalised projects/WIP which may need to be written down

SSTP has produced a range of deliverables albeit significantly behind schedule

The following operational value has been delivered by the SSTP since its inception in February 2018:

- Completion of the roll-out of the CRM system
- Stabilisation of the current online enrolment system.

The remaining SSTP projects are in various stages of detailed design and should be viewed as work in progress given no useable end state value has been completed and made available to the University to utilise.

The actual commencement of the build and implementation for the various projects are running one year (TOM and Student Success) to 1.5 years (Enrolment) behind schedule against the SSTP programme plan.

Project	SSTP scope delivered?	Planned completion date	Actual completion date	SSTP costs incurred
Target Operating Model	Partially ¹	September 2018	July 2019	\$2,329k
Enrolment (current solution stabilisation)	Yes	November 2018	November 2018	
Enrolment (new solution)	No (in progress)	August 2018	N/A (in progress)	
Student Retention	Yes	August 2018	September 2019	\$104k
CRM	Partially ²	December 2018	March 2019	\$1,500k (est)

¹ Nothing further work is required to address KPMG architecture review findings, and programme management have noted further work is required to elaborate the TOM to an appropriate level of detail

² Nothing further work is required to address KPMG architecture review findings

A range of concerns however exist over the TOM and CRM solution's ability to enable the Target Operating Model and Student Success projects

Scope deliverable risks and concerns

The TOM blueprint: End state enterprise architecture

The TOM blueprint describes the people, process and organisation business capabilities the Student Engagement Layer would utilise. Key challenges include:

- KPMG's September 2019 architecture review identified a number of business architecture/TOM challenges
- The TOM currently covers, as planned, the Year One to Doctorate student journey. Important activities outside of these areas, e.g. pre-enrolment, enrolment and re-enrolment, on-boarding and orientation, and graduation/exiting are intended to be addressed, but this incomplete view of VUW's TOM has been one of the drivers to KPMG's findings

Notwithstanding the approach to use existing University technology, it is very light around the enabling technology, e.g. telephony, workforce management, document management, CRM, analytics, workflow management, portals etc.

The TOM project team are now moving into the implementation phase of the project with no solution, enterprise and data architecture developed that describes how the entire operating model will fit together to deliver planned business outcomes.

Potential impact

- An incomplete understanding of future processes and capability places programme schedules, budgets, solution quality/enablement and benefits at risk
- It is impossible to properly plan and cost a project without knowing the end state business and technology architecture and how it will integrate
- A piecemeal technology implementation approach has a high probability of technology not fully enabling future state processes and business outcomes, and significant challenges integrating technology solutions and data
- Technology may not be scalable (functionally and non-functionally) per KPMG's architecture review

(continued)

Scope deliverable risks and concerns

Description

Potential Impact

Programme and enterprise: University wide state technology architecture

There is no end state technology architecture across all SSTP projects, and the University as a whole, to design alignment and consistency across the entire programme technology solution and how it integrates with the wider VUW technology architecture. This challenge was managed at people, process and organisation levels by using a change management team ran across all projects to create a collective people, process and organisational viewpoint. The same collective technology view across the projects could not be found.

Please refer to TOM blueprint observations above. Example impacts that could arise from these challenges include:

- The Student Success Project and TOM both cover the student service and case management areas. Without any technology, data, security, user access and integration layer alignment it will be extremely difficult to enable a 'one student view'
- The SSTP programme will not benefit from any wider University ITS initiatives and strategies such as the University-wide digital roadmap, integration, security, cloud, mobile, data strategies and synergies. The SSTP may also create siloed solutions and/or duplicate ITS effort and costs.

All projects: Deliverables have not been signed off and formally accepted by business owners

- The SSTP deliverables 'completed' status is based on the perspectives of prior programme personnel no longer available. No actual sign-off artefacts could be sourced that confirm the acceptance of these deliverables and their alignment to the SSTP scope and planned outcomes and benefits. We understand many documents have been submitted for approval and have been neither approved nor declined and feedback has been scarce, for example phase one closure reports, phase two programme and project plans, change plan and business cases. The current Programme Director has found historically the time made available by the Review Group to the programme has been insufficient to help guide and govern the programme
- Additionally no RACI (Responsibility, Accountable, Consulted, Informed) has been produced to describe the business and programme roles across each SSTP scope area.

Sufficient positive challenge has not occurred to confirm SSTP deliverables are fit for purpose, align to University requirements, and have realised the value of their investment.

Student Success Pilot: End state technology architecture

The Alerts pilot is working on the basis the Ellucian Advise CRM is the agreed end state technology for case and service management. KPMG's CRM report however notes it is doubtful the current CRM will provide the necessary backbone for these projects.

Lost time and investment in the Student Success Pilot if the current CRM solution is not used, pending the outcomes of the Tri 3 pilot underway

Total cost of ownership for SSTP

The phase 2 business cases are currently rough estimates of the costs to deliver the SSTP.

Uncertainty on how much the SSTP programme will cost the University.

IQA scope area three: Consolidate major issues faced and identify learnings that must be addressed by SSTP and other University programmes

Our agreed approach

- Assess the current programme structure including governance, projects, teams, roles, reporting, change leadership etc. and highlight any major risks to be addressed
- Assess the planned assurance approach to determine if it will provide timely trust and confidence over the key programme risks and critical success factors
- Identify lessons learned that are relevant for the University as it embarks on its change journey

A number of major challenges exist based on SSTP's performance to date and current issues – a number of urgent SSTP architecture, programme resourcing and governance responses are required

Topic	Recommendation	Why this is important
Enterprise, solution and technology architecture	<p>KPMG have identified a number of TOM and CRM architecture issues. These are significant and challenge the quality of the work to date and whether it can be used to support upcoming project activities.</p> <p>A detailed assessment of KPMG's architecture review findings against the TOM and CRM architecture should be completed urgently. This review should clearly assess the extent of the actual gaps and identify the quantum of work, and capability, required to fully define the TOM. This should be completed as a matter of priority and work on other projects should pause until this is performed.</p> <p>ITS should support this architecture work and bring their VUW institutional knowledge to help assess the alignment of current and future technology to the broader target operating model.</p>	<p>A clear and complete understanding of VUW's future business and technology architecture is essential to:</p> <ul style="list-style-type: none"> • Consolidating, streamlining and standardising business processes • Identifying the capability required to operate the new ways of working • Correctly identifying technology that will enable the future ways of working across • Defining and the data required • Understand the true extent of effort, costs and timeframes to deliver SSTP • Realising planned benefits and maximising the return of VUW's investment
Programme resourcing: Delivery model	<p>SSTP has used a number of external contractors and has faced significant turnover. With the issues raised in the KPMG report, the abandoned OESR project, and the relative non deliverable of anything operationally tangible over the past 18 months, it would be prudent to question the current delivery model. The past has not worked.</p>	<p>Transformational change is not easy. This is especially so where an organisation is moving from a devolved to a centralised structure that impacts all operating model areas.</p> <p>An external organisation that has done this previously can provide the necessary experience, particularly where programme disciplines are immature, and will have some skin in the game to motivate success.</p>
<p>SSTP should consider partnering with an external transformation partner to provide the necessary leadership, methodology, skills and previous experience of guiding an organisation through transformation. This model would also enable VUW to genuinely hold a partner to account performance where schedule, financial, quality and benefit challenges are faced; the current contracting approach places all risk with the University.</p>		

(continued)

Topic

Recommendation

Why this is important

Programme resourcing: Upskilling
An investment in training is required if SSTP continues to use an internal staff and contractor resourcing model so the team can execute against the same delivery methodology.

A uniform approach and ways of working increases the chances of success.

Governance: Increase reporting transparency

Better reporting from Programme Management through to Governance is required to help govern a large and important change. This has improved with the new Programme Director evidenced by the 'red-rated' SSTP status, sharing the programme schedules and milestones as part of the reset, monthly progress and next steps reporting, and risk and issue reporting supported by a July risk workshop.

Clear governance reporting is an important governance enabler to drive programme success, and also allows governance to support and enable the programme management team by making timely decisions, sharing their fresh perspectives and clearing roadblocks.

Governance: Membership

The Governance Group should include:

- All business owners whose business areas will be impacted by SSTP changes, and the COO
- All service support heads that will provide and support the underlying capabilities, i.e.:
 - If there is a heavy people model change the head of HR should be part of the governance group (currently included)
 - If there is a heavy IT model component the Director ITS should be part of the governance group (not currently included).

Business Owners play an important role in owing and driving change aligned to benefits, and ensuring the right cultural and institutional knowledge is applied to programme delivery approaches and solutions. Including the Director ITS in the governance group will acknowledge there is a large SSTP technology component that must align to the University's broader technology environment and plans, and provide fresh IT perspectives that are difficult to develop when part of day-to-day programme delivery.

Governance: Roles, responsibilities and training

Greater clarity is required over governance roles and responsibilities. The primary objective of this group is to provide the programme mandate, oversight of its delivery, championing throughout the University, and strategic decision making to keep the programme on course. Given VUW do not have institutional knowledge of large, transformational programmes, we recommend:

Governance skills and experience play a significant role in the execution of a programme and the ability to realised planned benefits.

- Appointing an external governance group member with experience in IT-enabled business transformation
- Supporting governance personnel with training in specialist areas, e.g. enterprise architecture, to help support their roles.

A range of additional SSTP lessons are relevant to VUW's broader programme of change

Topic	Recommendation	Why this is important
Align all projects and initiatives that relate to the Student Journey into the SSTP programme	The Marketo system was procured and implemented by the University outside the SSTP programme. If it is VUW's goal to create a single view of the student journey and to streamline the university's people, process, organisational and technology capabilities to support that journey, then all such projects and initiatives must be aligned be part of SSTP.	The holy grail of all front office transformations, which for the University is the student journey, is to streamline the marketing, sales and service value chain from a process, data, user experience, integration and analytics perspective. Combining all related VUW projects and initiatives is needed to align how the University will work across all parts of the student journey and deliver a coherent combination of changes and deliverables.
Quality management	Establish a quality management approach that identifies key programme deliverables, defines who should sign-off these deliverables, assigns quality management roles via a RACI, and keeps track of and stores product descriptions, deliverables and their respective sign-offs.	Quality management is a good project management enabler and plays an important role in managing risk, producing quality deliverables, and realising benefits.
Programme financials	The SSTP phase one business cases were more akin to annual financial requests, and phase two business cases contain very rough estimates beyond the current financial year. At this stage we do not believe an accurate estimate of the total SSTP costs have been ascertained that would support informed decision-making. Business cases should be strengthened to reflect whole of life programme and project costs.	Funding decisions for projects and programmes must be made with informed and complete whole of life financials that drive good decision making throughout the entire programme lifecycle.
IT product and services procurement	Commercial personnel should be involved in the procurement of project IT products and services over a certain value. To date the following SSTP spend could be considered wasteful and makes up a considerable amount of the SSTP spend to date: <ul style="list-style-type: none"> • \$1,257K spent on the Ellucian Banner Document Management system in 2014/15 that has not been used • Selection of \$1.5m Ellucian Recruit as the OESR solution when it was found later it was not fit for purpose • CRM architecture challenges identified in the KPMG report. 	IT is a significant spend and must enable the University to realise an appropriate return on investment.

A comprehensive draft v0.1 assurance plan has been developed. We have shared below some considerations to help move the assurance plan to final

A draft SSTP Quality and Assurance, Monitoring and Control Plan has been prepared. This plan includes internal and external assurance scope areas. Work should continue defining:

- When milestone-based assurance activities will be delivered, with a focus on providing forward-looking assurance that helps SSTP proactively navigate risk
- Who, i.e. internal or external assurance, should deliver each part of the section seven milestone-based and on-going assurance activities.

Based on the importance of KPMG's findings we would recommend an initial independent assessment is completed over:

- How well SSTP have assessed the impact of our and KPMG findings to the viability of SSTP
- Whether SSTP have correctly identified work to date that can be used, work that cannot be used, and work that requires further effort
- The quality and completeness of the responses and capability needed to address the challenges to date
- The quality and completeness of the revised schedule, scope and financials.



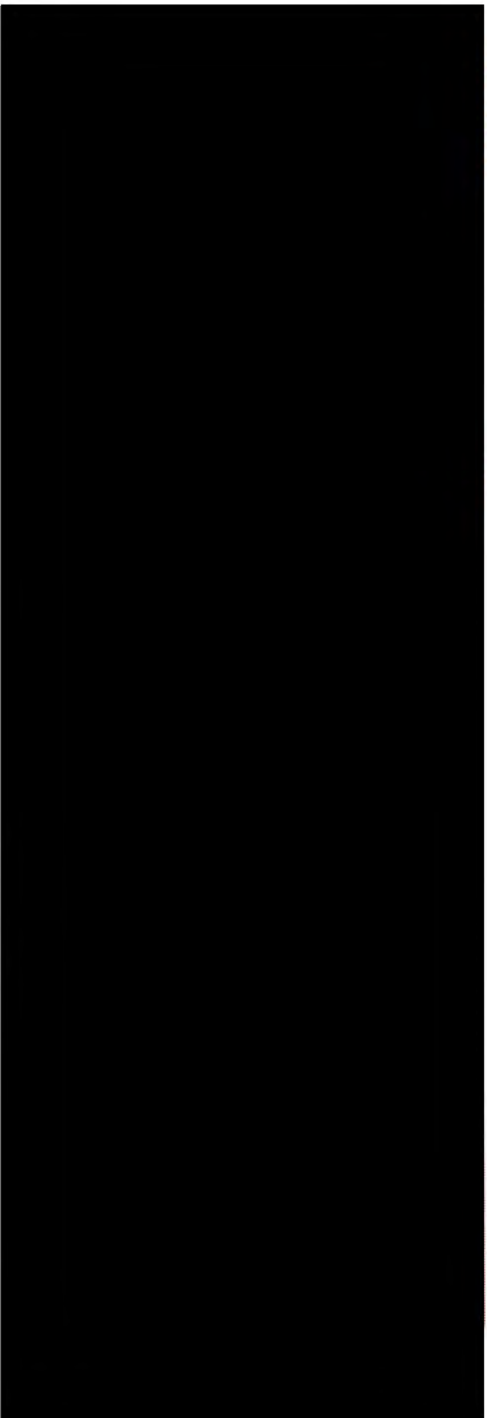
Appendices

Appendix A: Interviewees

The following personnel were interviewed during our fieldwork:

Interviewee

Role



Appendix B: Documentation read

The following documentation was provided and read during our assessment:

Programme area	Artefact	Programme area	Artefact
Programme Plans	SSTP Phase 1 (final) SSTP Phase 2 (draft) Timeline Summary from SSIP Inception SSTP Phase 2 Activities & Outcomes	Project Controls	Project Control Book (RAIDD) @ 1 Oct Decision Timeline Benefits Register Reconciliation of Phase 1 Deliverables
Project Plans	Phase 2 – TOM Project Plan Summary	Budgets and Finance	2019 Budget v Actuals @ 1 Oct ALL CSA Projects 2013-2019 Actuals and WIP WIP w/o recommendation email and memo Phase 1 business case breakdowns
Project Business Cases	Phase 1 – TOM & Enrolment (final) Phase 1 – Student Retention (final) Phase 1 – SRRM Variation (final) Phase 2 - Te Hono & AEE (draft) Phase 2- Student Success (draft)	Quality Assurance	CRM Architectural Review (KPMG) SSTP – Phase 2 Quality and Assurance, Monitoring and Control Plan (V0.1 draft)
Programme Governance	SSTP Review Group Update Report – July and August 2019 SSTP Review Group minutes – July and August 2019	Admissions & Enrolment Project	OESR WIP Memo (Angus)
Project Reporting	Te Hono status update – August & September 2019 AEE status update – August & September 2019 Student Success status update – August & September 2019 SSTP Change Management – August 2019 Programme status update – August & September 2019	Te Hono Project	SLT Presentation Pack (March 2019) SEL Operating Model Blueprint (July 2019) SEL Work Package 1 breakdown
Governance	Phase 2 – Quality and Assurance Monitoring & Control (draft) Phase 2 – Programme Roles & Responsibilities (draft) Phase 2 – SSTP ToR (draft)	AEE Project	Project Initiation Document (draft) Enrolment workflow, plan summary (draft) Digital tools workflow, plan summary (draft) Rolling admissions project plan summary (draft)
		Student Success Project	A3 Summary Project Plans for 6 workflows
		Change Management	1-page change impact assessments (drafts) done across the project workflows – Sept Comms and Engagement Approach Change Management Plan (draft)

