

## Changing Bristol Portfolio – Programme and Project Gateway Reviews

*This paper refers to those business change programmes and projects that form part of the Changing Bristol portfolio and contributing savings towards the Medium Term Financial Plan.*

### What is a Gateway Review?

- The **Office of Government Commerce (OGC)** developed the **Gateway Project Review Process** and introduced it in 2001 across Central Civil Government as part of the Modernisation Agenda, to support the delivery of improved public services.
- The Gateway review process is a series of **short, focused, independent peer reviews** at key stages of a project or programme. The output of the review is a concise report highlighting risks and issues, which if not addressed would threaten successful delivery, as well as an overall health status of the project/programme (red/amber/green) and a series of recommendations.
- The reviews are carried out **on behalf of the Project Executive/Programme Senior Responsible Officer by a team of experienced people**, independent of the project or programme team and chosen for their relevant skills.
- A Gateway Review provides the **ability to look at a project or programme at six key stages** and considers the readiness to progress to the next phase. One project/programme can elect/be recommended to undertake more than one review throughout its life.

### Benefits of undertaking a Gateway review

- Gateway reviews play an important role in **assuring key decisions and building confidence in the associate project/programme.**
- The process provides support to Project Executive / Senior Responsible Owner by helping them to ensure;
  - the best available skills and experience are deployed on the programme/project;
  - all the stakeholders covered by the programme or project fully understand the current status and the issues involved;
  - the programme or project can progress more confidently to the next stage of development, implementation or realisation;
  - achievement of more realistic time and cost targets for the programme or project.

### Bristol City Council approach to Gateway Reviews

- **Local Partnerships (formally 4Ps) provide independent externally lead Gateway Reviews** on behalf of Bristol City Council. These reviews carry a charge of £15k per review, which is met by the associated programme/project budget. (Local Partnerships is a joint venture between the Local Government Association and Partnerships UK)
- **Internally lead gateway reviews** based on the OGC framework has been established and successfully rolled out for Capital Construction and Infrastructure programmes overseen by the Infrastructure and Delivery Board (City Development Directorate). The approach has been developed by an accredited Gateway Reviewer and uses expertise and resource from within the council to provide a review independent of the associated programme/project team. Adopting an in-house approach promotes improved sharing of lessons learned, knowledge transfer and a deeper understanding of programmes across the Council.

- The capability to deliver in-house reviews enables us as a Council to have the ability to more **routinely apply robust assurance** without being inhibited by cost or fully utilising our in-house expertise
- **The Portfolio, Programme and Project Management Centre of Excellence are working with colleagues in City Development to adopt the same approach for change programmes and projects**
- **Local Partnerships are now working with Bristol City Council (Stuart Woods) to develop their “Toolkit” for use within local authorities**, which includes the approach adopted by Capital Construction and Infrastructure programmes.
  - There is potential for expanding our approach to work in partnership with other Local Authorities to enable regional learning.
- **Internal reviews do not negate the need for external review where this is deemed necessary/most appropriate.** Depending upon whether there is significant risk, cost and/or political sensitivity associated with a project/programme a decision will be taken as to which is the most appropriate gateway approach.

### **Keeping the Audit Committee informed of programme and project activity**

It is recommended:

- There is a standing AOB item on the Audit Committee agenda providing a short update on progress surrounding development of in-house reviews and the appended Gateway Review forward plan.
  - Additions or amendments to the forward plan will be flagged.
- Any reviews undertaken whereby a red status is applied some high-level detail will be provided so the Committee can then call for a further report on any review if considered necessary.

**Gateways undertaken to date and forward plan**

Programme	Gateway 0	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5
CYPS Making the Changes	Est. Q4 11/12					
Finance Transformation				Est. Q1 12/13		
HSC Transformation	Est. Q4 11/12					
Information Management			Est. Q4 11/12			
Landlord Transformation					Est. Q4 11/12	
Modernising Customer Services					Est. Q4 11/12	
New Ways of Working	Completed Jun'11			Est. Q1 12/13		
Project	Gateway 0	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5
New waste contract			Completed Sep '10			

**KEY:**

**Gateway 0** - Programme-only review to investigate direction and planned outcomes of the programme, together with the progress of constituent projects. It is repeated over the life of the programme at key decision points.

**Gateway 1** - Comes after the Strategic Business Case has been prepared. It focuses on the project's business justification prior to the key decision on approval for development proposal.

**Gateway 2** - Investigates the Outline Business Case and delivery strategy before any formal approaches are made to prospective suppliers or delivery partners. The review may be repeated during a long or complex procurement.

**Gateway 3** - Investigates the Full Business Case and the governance arrangements for the investment decision. The Review takes place before a work order is place with a supplier and funding and resources committed. A project will normally go through on OGC Gateway Review 3. However, in some circumstances it may be necessary for a project to repeat the OGC Gateway Review 3.

**Gateway 4** - Focuses on the readiness of the organisation to go live with the necessary business changes, and the arrangements for management of the operational services.

**Gateway 5** - Confirms that the desired benefits of the project are being achieved, and the business changes are operating smoothly. The Review is repeated at regular intervals during the lifetime of the new service/facility.

Shading indicates status given to project following review: Red, Amber or Green