

BRISTOL CITY COUNCIL

Audit Committee

20th April 2012

Report of: Paul Arrigoni - Service Director, ICT & PPPM

Report Title: Programme and Project Gateway Reviews Update

Ward: Citywide

Officer presenting report: Declan Cooney, Service Manager, Business Analysis & Process Engineering

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RECOMMENDATION

The Committee note for information, and comment upon the programme and project gateway reviews that form part of the Changing Bristol portfolio and contribute savings towards the Medium Term Financial Plan, as detailed in Appendix A attached.

SUMMARY

As previously reported to the Audit Committee in April 2011, the gateway review process is now widely used across government to support major programmes and projects to deliver successfully. It offers an independent view of risks and mitigating actions to the individual who is accountable for leading a major team or project. The review is conducted by an external team with extensive knowledge of programme and project delivery, who are able to advise on risk and offer recommendations for improvement.

The significant issues in the report are:

- Timetable for the next wave of external Gateway Reviews to be undertaken across the Changing Bristol Portfolio.
- Update on the introduction of an internal Gateway Review process to provide an alternative, where applicable, to support learning and build confidence across our programmes and projects.

Policy

This report is submitted in accordance with the Audit Committee's Terms of Reference.

Consultation:

Internal: Chief Internal Auditor

External: None necessary

Other Options Considered

None necessary

Risk Assessment

Assurances provided by the Audit Committee around its agreed Work Programme are an important element of the Council's governance arrangements.

Equalities Impact Assessment

None necessary for this report

Environmental Impact Assessment

None necessary for this report

Legal and Resource Implications

Legal - None sought

Resource - None arising from this report

Appendices

Appendix A Changing Bristol Portfolio – Programme and Project Gateway Reviews Update

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**Background Papers**

Audit Committee Report April 2011 (prepared by Paul Arrigoni)

Audit Committee Item for noting November 2011 (prepared by Tara Dillon)

Changing Bristol Portfolio – Programme and Project Gateway Reviews Update

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.

This short report provides an update on progress in relation to establishing Gateway Reviews for high risk/spend programmes and projects within the Changing Bristol Portfolio in accordance to the requirement as set out by the Audit Committee. This builds on the information provided to the Audit Committee in November '11.

- **Local Partnerships (formally 4Ps) have been approached to provide independent externally lead Gateway Reviews** on behalf of Bristol City Council for two change programmes and one change project (see Appendix 1). These reviews carry a charge of £11k per review, which will be met by the associated programme/project budget.
- **Bristol City Council internally lead gateway review framework** (based on the Cabinet Office guidance) has now been established in partnership with Carlisle Council and endorsed by Local Partnerships. The first phase of training has been rolled out across City Development (Capital Construction and Infrastructure programmes), Business Change & ICT (Change Portfolio) and Corporate Procurement (Commissioning Cycle). This will enable us to now start to build review teams from across all Council Directorates and begin to internally assure programmes/projects where appropriate. We will now work to identify criteria for internal versus external reviews and start to identify programmes/projects where we can roll out this approach. (This will align with the work already undertaken within City Development, whereby internal reviews have been rolled out across the Capital Construction & Infrastructure programmes).

Appendix 1: Gateways undertaken to date and forward plan

Programme	Gateway 0	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Comments
Customer & Process	TBC						Programme in early stages.
CYPS Making the Changes	Est. Q3 13/14						Target Operating Model design has just been successfully completed through work supported by PWC.
Finance Transformation					Q1-2 13/14		Conversations underway with Local Partnerships to secure external gateway review – proposal to be taken to Board end April
HSC Transformation	Est. Q3 13/14						Target Operating Model design has just been successfully completed through work supported by PWC.
Intelligent Council (previously Information Mngmt)	Q1-2 13/14						Conversations underway with Local Partnerships to secure external gateway review – proposal to be taken to Board end April
Landlord Transformation Tranche 1	-	-	-	-	-	Potential internal review	Programme due to close Jun '12; Closure Reports & Lesson Learned exercises for projects to be undertaken; potential candidate for internally run Gateway Review.
Landlord Transformation Tranche 2	TBC						Programme in early stages.
Modernising Customer Services	-	-	-	-	-	-	Programme closed March 12; Closure Reports & Lesson Learned exercises for projects being undertaken; Programme to be taken to July Benefits Realisation Board to ensure benefit tracking in hand.
New Ways of Working	Completed Jun'11	-	-	-	-	-	Phase 1 of programme closed March '12; Lessons learned and closure report being prepared; Programme to be taken to July Benefits Realisation Board to ensure benefit tracking is in hand.
Bristol Workplace (working title for NWOW phase 2)	TBC						Programme in early stages.
People Programme	TBC						Programme in early stages.
Technology Programme	TBC						Programme in early stages.
Project	Gateway 0	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	
New waste contract			Completed Sep '10				
Desktop & Collaboration					Q1 13/14		Conversations underway with Local Partnerships to secure external gateway review – proposal to be taken to Board end April

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 the overall status given to project/programme at time of the review:

Red - Successful delivery of the project / programme appears to be unachievable. There are major issues on project / programme definition, schedule, budget required quality or benefits delivery, which at this stage do not appear to be manageable or resolvable. The project/programme may need re-baselining and/or overall viability re-assessed.

Amber/Red - Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible

Amber - Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun.

Green/Amber - Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.

Green - Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.