

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 contributing savings towards the Medium Term Financial Plan and/or supporting the creation of the Future Council state.

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 and April '12.

- **Three independent Gateway Reviews have been undertaken across the Changing Bristol Portfolio**
 - **Desktop & Collaboration Project:** A Gateway 4 (Readiness for Service Assessment) review was undertaken resulting in an overall **green/amber** status indicating successful delivery appears probable. The project was found to be well placed to move into the delivery phase, with good plans in existence which provide a very good chance of realising the benefits as set out in the business case. Recommendations made and being managed via the Project Board included:
 1. *Continued support to be provided to the Project Manager in managing supplier delivery*
 2. *Additional resources to be provided to support testing, discovery and project support*
 3. *Review of the communications for the implementation stage*
 4. *Implementing a lessons learned process*

 - **Intelligent Council Programme:** A Gateway 0 (Strategic Assessment) review was undertaken resulting in an overall **amber/red** rating, indicating significant concerns surrounding successful programme delivery and identifying issues requiring urgent attention. A number of positive aspects were identified in relation to the drive of the programme team and the clarity of key tangible deliverables. However, recommendations made to the Senior Responsible Owner included:
 1. *More attention to be given to gaining stakeholder engagement*
 2. *A comprehensive marketing and communications plan to be developed*
 3. *Clarity to be given to programme goals and associated benefits*
 4. *Preparation and management of a comprehensive risk log*
 5. *Approval of detailed programme and resource plan*
 6. *Need to identify a Strategic Leadership Team Sponsor*Recruitment is currently underway to secure a full time dedicated Programme Manager with the required skills to work with Stephen Hilton (Senior Responsible Owner) take this programme forward.

 - **Finance Change Programme:** A Gateway 4 (Readiness for Service Assessment) review was undertaken resulting in an overall **amber** rating, indicating successful delivery appears feasible, but issues have been identified requiring management attention. The programme was found to have the skills and resources in place needed to deliver the programme. Recommendations made and being managed via the Project Board included:

1. *Updates to be made to the Communication Plan to ensure that key stakeholders are engaged*
2. *A Change Management Plan to be developed, agreed by the board and communicated appropriately*
3. *Governance structure to be reissued to key stakeholders clarifying roles and responsibilities*
4. *Improved communication and support to be given to the schools finance system project.*

The recommendations put forward by each review will be managed through the associated Project/Programme Board. An update on progress against these recommendations will be provided to the Portfolio Management Group at an appropriate interval.

Each review was undertaken by Local Partnerships and consisted of a fully external review team. The reviews were very positively received by the associated programme/project boards and the Strategic Options Delivery Board (SODB).

Due to a number of shared key stakeholders we were able to combine elements of the Intelligent Council and Finance Change reviews, maximising on value for money and significantly reducing both the overall cost of the reviews. The total cost to the Council for these 3 reviews was £27k (typically these reviews would be charged at £11k each). The costs for these reviews were met through the associated programme/project budget.

- **Bristol City Council internally lead gateway review framework** (based on the Cabinet Office guidance) continues to be progressed through Stuart Woods primarily within the Capital Construction and Infrastructure programmes.

The Bristol Workplace Programme will undergo an internal review in November and will mark the first business change programme to undergo this type of internal review.

Further work still needs to be done to enable us to build review teams from across all Council Directorates to be able to offer internal assurance, where appropriate, to all change programmes and projects. However, this remains a challenge as we balance using these resources to design and deliver the portfolio with finding capacity to develop their skills to operate within an internal Review Team.

Appendix 1: Gateways undertaken to date and forward plan

Programme	Gateway 0	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	Comments
Bristol Workplace	Nov'12 internal review						
Children First	Est. Q4 12/13						
Commissioning		Est. Q1 13/14					
Customer & Process		Est. Q4 12/13					
Finance Change					Complete Jul'12		An independent Gateway 4 (Readiness for Service Assessment) review has been undertaken resulting in an overall amber rating, indicating successful delivery appears feasible, but issues have been identified requiring management attention.
HSC Transformation	Est. Q1 13/14						
ICT Sourcing			Est. Q4 12/13				
Intelligent Council	Complete Jul'12						An independent Gateway 0 (Strategic Assessment) review has been undertaken resulting in an overall amber/red rating, indicating issues requiring urgent attention.
Landlord Tranche 1						Potential internal review	
Landlord Tranche 2	TBC						
People Programme	TBC						
Technology Programme	TBC						
Trading with Schools	TBC						
Welfare Reform	TBC						
Project	Gateway 0	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	
New waste contract			Complete Sep '10				An independent Gateway 2 (Procurement Strategy) was undertaken resulting in an overall amber rating.
Desktop & Collaboration					Complete Jun'12		An independent Gateway 4 (Readiness for Service Assessment) review has been undertaken resulting in an overall green/amber status indicating successful delivery appears probable. As recommended, the project team remain vigilant, paying particular attention to potential implementation risks during roll out.
Closed prog / proj	Gateway 0	Gateway 1	Gateway 2	Gateway 3	Gateway 4	Gateway 5	
New Ways of Working	Complete Jun'11	-	-	-	-	-	An independent Gateway 0 (Strategic Assessment) review was undertaken resulting in an overall amber rating. Recommendations were progressed enabling controlled closure of this programme and successful inception of the Bristol Workplace Programme.

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.