Lessons are routinely extracted from Gateway and other Assurance Review final reports and published via the CoE web portal. These lessons are intended to support and assist those involved in current Programmes and Projects, as well as those embarking on new initiatives, by learning from the experiences of others.

The lessons below have been extracted from the final reports of Gateway Reviews conducted from 2008-09 to 2015-16. These lessons have been anonymised and edited in order to recast any constructive criticism, focusing less on the particulars of the programme or project involved, and more on programme and project management best practice. Lessons are listed under the following themes:

Benefits	Communications	Planning	Resourcing	Scope
Business Case	Configuration Management	Procurement	Risk	Stakeholders
Change	Governance	Programme & Project Management	Roles & Responsibilities	Value for Money

The lessons associated with each theme are stored as a separate PDF file, for ease of reference.

Benefits:	Key Lesson	Additional Detail
2015-16	The *Programme* is responsible for the reporting of overall benefits, however, to date little or no work has been undertaken within this *Project* to baseline, capture and report actual or expected benefits.	
	There is a need for clarity about the benefits of the overall programme and, at individual project level, how these link with other programmes...	...these benefits need translating through to a very clear high level summary of the benefits which can be adapted and used across the different stakeholders who have a direct interest in this programme
	One of this project's objectives is "*To ensure the replacement service improves upon the functionality of the existing service*", although some stakeholders may question if the new system provides such an improvement...	... with such a large and disparate number of stakeholders and a constrained budget, it would be difficult to realise this objective benefit fully and the project team need to ensure they can achieve this objective for the majority.
2014-15	It is essential that the Benefits Realisation Plan is revisited and reinstated at the heart of the project, and responsibility for their realisation is owned by the Senior Responsible Owner (SRO)...	...clear and frequent reference to the Benefits Realisation Plan will provide direction for the project and will provoke earlier intervention for improvements.

Benefits:	Key Lesson	Additional Detail
2014-15 (continued)	Now that the transaction benefits have been realised the focus should shift to identifying and securing the strategic benefits to the department, its agencies, and ALBs...	...there is also scope to further exploit the capability of the new system, and also revise internal processes.
2013-14	The programme should set out a clearly defined benefits realisation strategy and plan...	...this will make best use of the programme investment; meet the longer term strategic objectives captured in the business case; and help to ensure that the benefits expected from the programme are properly captured in forward business planning.
	Although the project is progressing well there are a number of 'loose ends' to be finalised...	...while individually these are not substantial, their aggregate impact and associated time constraints create a risk to a successful 'go live', and could affect overall stakeholder satisfaction.
	The Full Business Case (FBC) contains a Benefits Realisation Plan, which breaks each objective into a number of sub-objectives...	...there is therefore a good framework from which benefits can be planned and measured, although of course it all still needs to be done.
	A Benefits Management Strategy is in place and infers significant financial savings, and the contract management processes indicate that the benefits are being delivered...	...however, there is no documentary evidence of formal tracking and reporting of progress; existing benefit management documentation is not fully current; and actual measurements have not been recorded.
2012-13	Given the significance of the project it will be important to establish the routine performance management and reporting arrangements...	...the implementation team should satisfy itself that arrangements are in place, and have sight of the initial contract performance indicator and management reports.
	Processes are planned for Post Project Evaluation and benefits realisation...	...which may benefit from an appropriate level of independent objective review.
		...early baselining of performance measures for the new facility may be helpful.
	Without a radical overhaul in programme governance, service delivery model, and key relationships, there is a real risk that the delivered solution will be significantly sub-optimal...	...that it will not meet the visionary policy objectives within the programme concept, and that the target benefits will not be achieved.

Benefits:	Key Lesson	Additional Detail
2012-13 (continued)	The contract established by this project exceeds the minimum requirements for economic and social engagement, particularly in areas such as the provision of new employment and enhancing local skills...	...this has created clear benefits which the project will be capturing and recording as part of the benefits realisation.
2011-12	Identifying business owners, both administrative and technical, to be responsible for monitoring and reporting on business and operational benefits being delivered will aid the Benefits Realisation Strategy and progress of monitoring plans.	Although the initial benefits were captured through the original Benefits Realisation Plan, a review of the Plan is required to update these to include emerging benefits on a regular basis.
2010-11	All benefits should be consolidated into a single benefits management plan...	...which details in a clear way how benefits will be measured, appropriate ownership and show progress against the measures.
2008-09	Clearly owned, agreed and measured benefits concentrated on the business and end users, are essential for all programmes and projects.	Even in a policy driven programme or project, it is essential that benefits are measured and realised to evidence the positive outcomes of the policy
		Benefits realisation needs to form a significant part of planning in the early stages of a project in order to dedicate the necessary resources to delivering benefits
		Separation of ownership of benefits between a centrally run project and the receiving departments will lead to a lack of clarity of responsibility
		A wider communications strategy should ensure that all stakeholders are appropriately informed and assist in managing expectations in respect of the wider benefits to be delivered by the project.
	Early collection of baseline data with a detailed delivery plan and clearly identified and dated realisation activities are required to prevent a project losing sight of its purpose	Initial baseline measurements of areas in which benefit is to be claimed must be in place at least before implementation
		Early completion of a Benefits realisation plan will give an organisation time to schedule and collect baseline data
		Clearer dates for benefits realisation should be established

Business Case:	Key Lesson	Additional Detail
2015-16	The Outline Business Case (OBC) considered and documented a range of delivery and procurement options, which have been researched and evaluated, and informed by market soundings, supplier liaison and lessons learned from similar projects...	...the proposed approach is to procure a commercial off-the-shelf product and deliver a fully integrated solution - the rationale for this approach appears sound.
	Changes in scope over the period since approval of the OBC have increased the costs of a solution, as revealed in the evaluation of bids...	...while the basis for the changes are justified and the benefits that the project enables remain robust, the increase in costs mean that additional approval from DFP will be required before the contract can be awarded...
		...which raises concerns that the project will not achieve financial approval in time to award the contract before the validity of the tenders expires: a retender exercise would bring the certainty of significant delay and likelihood of further cost escalation.
	The project is supported by a Strategic Outline Case (SOC), and the next iteration of the business justification will be development of an Outline Business Case (OBC)...	...the key purpose of this will be the evaluation of options through a long- and short-listing process, to arrive at a preferred way forward underpinned by a robust statement of future requirement/demand...
		...the Project Manager should manage and monitor the production of the OBC, however, a suitably experienced resource should be responsible for all drafting, collation and presentation of data.
2014-15	The proposed approach to phasing and staging the implementation of the programme's modules, together with increased identification of potential benefits, has resulted in Departmental Board supporting the Outline Business Case (OBC)...	... Departmental Board is now more clearly sighted on the programme, overall risk and issue visibility has improved, and the programme now appears to be one of the department's key priorities.
	The Strategic Outline Case (SOC) for the programme was prepared and approved 3 years ago, and should be revisited and updated in line with the more recent progress of the Programme, and the portfolio of projects now being approved and taken forward...	...a number of other projects still require approval and are of varying quality and differing levels of progression - common areas of weakness are economic appraisal, business case and project sustainability.
2013-14	The Business Case may need to be updated over time to reflect changes between the planned spend profile for the preferred option, and current financial reality...	...to include the financial planning required to deliver the preferred option through to project completion and the carrying out of formal post project evaluation.

Business Case:	Key Lesson	Additional Detail
2013-14 (continued)	Changes in costs between the Outline Business Case (OBC) and FBC are within permitted parameters...	...so the FBC can be approved by the Department without the need for onward submission to DFP Supply.
		...the FBC also contains analysis of all the options considered and the criteria and results of the evaluation.
	While the Business Case is with DFP for consideration and approval there is an opportunity to take stock of the overall timetable, procurement route, and potential benefits...	... this will also inform the department in terms of the project's affordability and priority.
	The OBC should contain clear business objectives...	...covering topics including efficiency; operational risk; resource management; quality of service; governance and accountability; and standardisation and simplification of processes.
2012-13	A Strategic Outline Case (SOC) has been prepared and work has been done to prepare an Economic Appraisal, which includes detail normally expected in an Outline Business Case (OBC)...	...urgent action should be taken to confirm that existing documentation submitted to DFP Supply is sufficient to allow the project to move forward.
	The analysis of the preferred option generates a potential whole life contract value based on predicted activity levels...	...this allows value for money comparisons with current spend levels, however, it does not necessarily reflect the likely outturn level of expenditure due to the potential variance of activity levels.
		...it would be prudent to introduce a degree of sensitivity analysis to the forecast spends to reflect forecast minimum, maximum and most likely levels of activity.
	The transition from programme to project has been successful, along with a review of the costings and analysis in the original business case...	...this revised, and simpler, approach is robust and the teams for each work stream are established, resourced and functioning well.
	There is a clearly developed and stated vision for the programme, and the aspiration is to develop and deliver a world class facility...	...the programme has received formal approval and funding from the Executive and has clear support from Ministers.
2010-11	The business case is a dynamic document which should reflect the updated strategic context, and be regularly reviewed.	There should be a programme business case even where project business cases exist as this will inform business process change and objective challenge and provide a test for programme level assumptions.

Business Case:	Key Lesson	Additional Detail
2009-10	The business case should include a comprehensive and thorough analysis of the programme or project and reflect appropriate iterations such as the SOC, OBC, and FBC.	Regular return to the business case is advised to pull the programme or project back on course or reconsider and gain approval for amendment to objectives.
		A succinct business case that reflects all the elements of the programme and includes relevant infrastructure costs will aid progression.
	The business case should include funding arrangements, assessments and measures.	Expert financial advice should be sought at an early stage in the business case creation from departmental officials regarding economic appraisal, resource accounting and budgeting issues.
	Where the programme or project includes use of PFI.	The FBC format should summarise key issues and be descriptive of the PFI process which may have additional components for further detailed analysis.
		Programmes / Projects should ensure whether the funding for any procurement is on capital budget or off revenue based balance sheet as this ambiguity can delay a final contract.

Change:	Key Lesson	Additional Detail
2015-16	Transformation should be led from the front with clear drive and leadership to develop new ways of working and to introduce these into the current business activity...	...this will rely on clearer accountability and leadership of change within an integrated team approach.
	The earliest implementation, including any incremental steps that may be taken, need to be articulated, planned and managed through development of a Programme Change Management Plan...	...that Plan should clearly set out the incremental changes required to begin to influence the behaviour of staff and service users.
	This programme of work will need continuous management attention as the organisation changes, and it would benefit from a change management programme approach...	...to ensure that the impact is maximised and integrated, where appropriate, with other changes occurring in the organisation.

Change:	Key Lesson	Additional Detail
2014-15	The project has demonstrated the economic; commercial; and financial advantage of business process re-design, underpinned by enabling technologies to support the production of accurate; timely; and complete management information...	...this aspect of the project is seen very much as a 'trailblazer', and a precursor to an ambitious programme of transformational change and systems simplification which will be rolled out across the organisation over the next two years.
	There is a positive culture in the organisation, which is exemplified by a willingness and appetite to adapt to change, although the pace of transformational change to date has led to a degree of frustration...	...the programme is predicated on the acceptance of significant culture changes and it should not be assumed that this will happen as a matter of course, but will require considerable effort and management.
2013-14	The Programme Team has researched and incorporated lessons and practices from a number of other change programmes...	...this is in line with best practice and has assisted planning of the remaining work within the Programme.
		...the Programme Team should ensure that lessons continue to be captured as work progresses.
	The programme is considering opportunities for increased economy; efficiency; and effectiveness in the delivery of the organisation's business activities...	...the organisation's vision for how it will operate in the future needs to articulate how work design and process engineering is going to be accomplished; who is to lead it; and how it fits within the programme plan.
	Some project solutions must be delivered hand-in-hand with wider organisational modernisation and reform...	...and as such, will need to be positioned in terms of the organisation's strategic objectives.
	There is clearly not an appetite for process and business change in the business area, and it is not unusual to find a reluctance to embrace change in specialist groups...	...however, this places doubts on the ability and capacity of the business to agree and adopt business change during the competitive dialogue and delivery of the selected solution.
2012-13	Delays increase the likelihood that the programme may be forced to implement a 'new' system based on 'old' thinking, practice and structures, rather than a truly new system which delivers the desired step-change...	...the cultural change issues within the delivery organisation are not very visible in the formal programme plans, and in practice are being suppressed by the need to focus on short-term organisational and implementation issues.
	The programme suffers from conflicting views over how it should be delivered...	...with all parties readily acknowledging the need for an end-to-end process and customer experience, but unable to agree on the service delivery model.

Change:	Key Lesson	Additional Detail
2012-13 (continued)	The project is part of a substantial business change programme for the organisation, and its role within that programme needs to be clearly defined and agreed across the business as soon as possible...	...stakeholders hold varied views about the anticipated level of business change arising from the project, where it will occur, and how it will be delivered.
	The work that the Programme and Project Teams need to undertake for business transition will be significantly more challenging and complex than that required to deliver the new fabric of the building...	...the focus of programme effort and resources needs to be urgently re-aligned to delivering the major benefits of the business transition.
2010-11	A clear policy framework will increase and enhance the effectiveness of service delivery and aid business change.	It is important to focus on incremental change to the accrual of benefit, using an annual business improvement plan to avoid the temptation to step change.
2009-10	There is a danger that the business could take shortcuts to proper transition planning leaving the new service in the position of being subsumed into and adapted to fit existing procedures and processes.	Change plans need to be in place to address how new working arrangements will be implemented and how staff will be engaged with to support the change.
		Transition for business change should be supported through the appointment of an appropriately senior business change manager who acts as a single point of contact for the proposed changes.

Communications:	Key Lesson	Additional Detail
2015-16	The project's communications plan is fairly narrowly focussed, and more could be done to start promoting the new service more widely...	...this can be achieved via a stakeholder analysis supported by a communications strategy, a revised communications plan and some means of ascertaining the effectiveness of the communications.
	A strong communications strategy is in place, delivering through a variety of channels, providing relevant and timely information to internal and external stakeholders...	...the communications plan is reviewed regularly to reflect ongoing changes and developments.
	There does not appear to be a regular customer forum for all service users so there is a risk that the key messages are not getting to everybody...	...some aspects of the key messages and intentions are still not clear, leading to potential misunderstandings about the Programme...
		...communicating a vision, strategy and plans set in the context of likely resources would prevent further misunderstanding.

Communications:	Key Lesson	Additional Detail
2014-15	The Project Team is aware that communication with stakeholders is important, however, it is unclear how and when this will be done...	...additional communications expertise would be helpful, especially as the project is approaching a crucial juncture between the internal development phase and the subsequent phase of engaging with external stakeholders and service users.
	Stakeholder engagement and communication has reduced noticeably, possibly due to the pressures of progressing to achieve the current phase within a very challenging timescale...	...an increased focus on stakeholder communication activities will assist in managing expectations as the new services go live.
2013-14	The relationship between the sponsor department and the programme should be supported by strong and clear communications...	...regular and informal contact between key personnel within the sponsor department and programme team will facilitate the further development of good working relations.
	There is a comprehensive communication plan and stakeholders appear to have been well managed...	...however, as the project enters a new phase, communications will be restructured around a more integrated approach.
	A more detailed communication plan with key dates for the remainder of the project lifetime would be beneficial...	...to articulate the needs and expectations of senior management; internal team members; customers; and the general public.
	There are good communications with stakeholders, and the Board provides a suitable challenge and support function for the Project Team...	...there are also opportunities for formal and informal routes of communications between departmental and agency colleagues working together.
2012-13	A clearly defined stakeholder communications and management strategy should outline: • the project's objectives / mission; • key stakeholder groups / communities; • key messages; • timing of communications; and • responsibilities for communication management...	...this document should be defined and agreed as a project deliverable, and used to track progress.

Communications:	Key Lesson	Additional Detail
2012-13 (continued)	The project has developed a good communications strategy and it is clear that the organisation has a strong focus and adequate resources to deliver effective communications...	...this needs to be pro-active and timely to deliver communications that reflect project status and how the project continues to deliver wider reform within the organisation.
2011-12	It is important that proactive Stakeholder engagement is maintained to aid working relationships for the future.	SROs should ensure that stakeholders continue to be engaged through proactive communication and stakeholder events.
		In order to inform delivery progress and assist with managing expectations of stakeholders, the communications plan should be routinely revisited.
		Regular communications to the user community should continue after transition to ensure greater exploitation and capture of continuing emerging good news stories.
		Regular reviews and updates to the communications strategy and plans (including channels and mechanisms) should assist with increasing the quality of communications with stakeholders.
2010-11	Stakeholder communication strategies and plans should be revisited at regular intervals.	Programmes and Projects should revisit their strategies and plans regularly. This provides the opportunity to clearly articulate and communicate with all stakeholders the benefits that have already been delivered. It also allows the reinforcement of their strategic partnerships.
		Regular review of the communication strategy and plan will ensure that there continues to be two-way engagement with both the internal and external stakeholders.
2008-09	Strong, early and continual communication of project objectives, scope, ownership of benefits and between interdependent elements / projects is vital to gain the wide stakeholder support and cooperation required to achieve successful delivery	How well the communication and consultation process are managed is a major factor in the programme or project receiving widespread support from stakeholders
		Visiting locations goes some way to engendering a positive and co-operative culture
		There needs to be continuing sight of and communication about the objectives on an ongoing basis otherwise sub project areas can become detached

Configuration Management:	Key Lesson	Additional Detail
2015-16	The challenging timeline needs to be evidenced by an overall baselined project plan and a detailed technical migration plan...	...external dependencies with systems and services should be documented, along with costed contingencies and mitigations, to focus senior management attention on the potentially major impact of failure.
	In preparation for site visits to recently constructed state of the art facilities, the Project Team is developing a system for gathering information on best practice (and pitfalls) in a systematic manner...	...with the proviso that key stakeholders are involved in and sign off the system to ensure that appropriate information is gathered for comparison.
	With the expectation that the contract will be signed and the project will move forward to the delivery stage, it is essential that key project management artefacts are kept up to date...	...while these might appear to be housekeeping matters, the project would benefit from key project documentation having formal version control, complete with authors and dates.
2014-15	A general overhaul of project documentation - particularly around the making and recording of key decisions - along with the introduction of a project management methodology incorporating a structured approach to quality management, will benefit the project's robustness and 'auditability'...	...and ensure that the definition of documentation, its dating and version control provide clarity both within the project, and for anyone reviewing or accessing it at a later stage...
		...clear documentation is also a key element in contingency planning, facilitating the introduction of new personnel as required.
	Comprehensive project documentation, easy to navigate and well presented...	...project summary dashboard provides a clear concise overview of the project status and current risks/issues at a glance.
		...all documents quality controlled giving confidence that they have been reviewed and updated, demonstrating the resilience of the project in relation to project information
2013-14	There is still a compelling need for the project, although the context of the proposed solution has altered somewhat in the 2 years since the OBC was signed off...	...the OBC recommended exploitation of an existing contract as the preferred option, however, there is a risk that the subsequent 'evolution' in the scope and context of the project has taken the technical solution outside the envelope of that contract.

Configuration Management:	Key Lesson	Additional Detail
2013-14 (continued)	Testing of the new systems and services has been comprehensive, a testing strategy is in place and there are clear processes and procedures for acceptance...	...appropriate testing has been carried out by both the contractor and end-user teams, and clear criteria are established prior to sign off into the live circumstance.
		...early introduction of pre-production and production environments has greatly facilitated testing activity.
	The Project Board should formally sign off an 'agreed requirement', which has been quality assured by stakeholders...	...to confirm and demonstrate all stakeholders' commitment to the project and shared understanding of what it is expected to deliver.
	When the FBC has been approved, there would be benefit in continuing to develop the Project Business Case...	...to ensure that it becomes the kind of living document that is envisaged in best practice guidance and provide a point of reference for all participants.
2010-11	All programme and project close criteria should be clearly documented.	
	Programmes and projects must have clear and concise policies on version control for key documentation.	Poor version control risks ill-informed decision making.

Governance:	Key Lesson	Additional Detail
2015-16	There is a project structure of Project Assurance Group, Project Board and Service Delivery Board, all of which have large memberships and are not particularly efficient with no clear terms of reference...	...the next stage of the project would benefit from reverting to a more conventional structure of a Project Team meeting to manage the more detailed day-to-day issues, possibly within workstreams, and a dedicated Project Board meeting less frequently, but providing strategic leadership, challenge and guidance in support of the Senior Responsible Owner (SRO).
	The SRO is clearly involved and committed to this Project, which has a clear project structure, a core Project Team, and a Project Management Office (PMO)...	...Project Board meetings include healthy debate, with the opportunity for all attendees to air their views and contribute to decisions.

Governance:	Key Lesson	Additional Detail
2015-16 (continued)	The current arrangements are based on running as a large project rather than as a complex programme with multiple stakeholders, interdependencies, and strategic outcomes...	...adopting a programme approach would allow the current Sponsor Group to take the role of Programme Board, providing high level co-ordination and oversight and focused on achieving an integrated set of outcomes from the various projects...
		...key stakeholders are under-engaged, and there is a need to bring external delivery partners into the governance framework.
2014-15	The construction project is complete and the new business is fully operational, and therefore the external monitoring board should not still be functioning narrowly as a 'Project Board'...	...as there are considerable benefits to be derived from focussing on a broader and longer term business management approach.
	Although there is a high level of agreement among the anchor tenants over the need for this collaborative approach, there is no Project Mandate signed off at Permanent Secretary level formally committing those organisations to this collaboration...	...the existence of such a mandate would assist the SRO to overcome potential obstacles to project progress.
2013-14	Governance arrangements have been revised to separate out the Strategic activities from the Programme Delivery activities...	...there is a need to maintain a robust scrutiny of - and challenge to - the Programme Team, and to ensure that the overall programme objectives are being achieved.
	The project is governed by a large project board which, because of its size, presently acts more like a stakeholder group...	...and should be reformed around the need to make speedy decisions, with requirements being discussed and resolved in a separate stakeholder group.
	Sound project governance arrangements have been set up with key roles in place...	...an effective governance structure has been established with clear processes and supporting documents being produced.
	Governance arrangements comprise a Programme Board with comprehensive representation at an appropriately senior level; an experienced Programme Manager; and a number of workstreams...	...each workstream is represented at Programme Board, and as the programme proceeds the size of the Board may need to be revisited.
2012-13	Governance and strategy are at risk of divergence since the closure of the project...	...this needs to be managed within the context of a refreshed vision and revised governance arrangements.
	The early focus of the organisation has been on getting programme governance right...	...the sponsoring department adopts a rigorous and comprehensive approach to the governance and accountability of all its subsidiary organisations.

Governance:	Key Lesson	Additional Detail
2012-13 (continued)	The Programme Board needs to be seen as effective in collective decision making and responsive to members' concerns and issues...	...and the Sponsor Group needs to be seen as having clear roles both in sponsoring a clear and singular vision for the programme and in decision making.
		...if the SRO role is combined with several others, it can raise concerns about how, and on what basis, decisions are made.
	There needs to be certainty and clarity on the composition and capability of the Project Board...	...there is a need to provide stakeholder assurance and confidence that the Project Board has the requisite capability, and that it will provide robust governance from the outset of live operations.
2011-12	Leadership and a strong delivery team, combined with a structured programme management approach, are critical in large-scale change initiatives.	A top level (perhaps Ministerial) group should be established to define and champion the strategic intent of programmes of a suitable scale and complexity. This will also facilitate the programme's introduction.
2010-11	Formal governance structures should be defined at the outset of the programme or project with terms of reference to ensure continued effective management of the programme or project going forward.	Governance and management disciplines should be applied routinely to all aspects of the programme or project. This will ensure critical risks and issues are highlighted to the board early, plans are tested regularly and strategic leadership, guidance and challenge is effective.
		Governance includes management boards and these should consist of a minimum number of members to enable effective decision making and strategic focus with key stakeholders represented.

Planning:	Key Lesson	Additional Detail
2015-16	A plan charting and synchronising the dependencies and inter-relationships between agile and non-agile products is critical to the organisation's ability to make realistic assessments...	...including: • the demands to be placed on resources and expertise; • the risks to, and likelihood of, achieving delivery within a tight timeframe; • the deliverables to be implemented within that timeframe; and • managing on-going service delivery.

Planning:	Key Lesson	Additional Detail
2015-16 (continued)	The project plans need to be revised and updated, strongly considering the removal of elements that would, in a normal environment, be considered as Business As Usual (BAU) change....	...the identification of specific business change resources within operations would help plan and drive forward these changes.
	The project has a project plan with identified activity milestones and dates and some elements of a critical path identified...	...however, there is still work to be done to baseline the timelines and develop the plan into a tool that can be used to effectively monitor project progress.
2014-15	There is still primarily a focus on activities, with a distinct lack of product and outcome deliverables on the current programme plan...	... the programme plan should be updated to ensure that it is both current and addresses the needs of an integrated delivery of the business change and IT procurement projects.
	With little or no gaps between the achievement of one critical milestone and the start of the next activity, a delay of a few days in securing, for example, OBC approval has a visible knock-on effect on the next dependent stages.	
2013-14	A very tight delivery timescale can present difficulties, which may be accentuated if the preferred solution is considerably different from the existing system, and will therefore require significantly more training and resources to implement...	...the tight timescale could also mean that testing of the software may be curtailed, thus increasing the potential for problems when the system becomes available to users.
	A project plan covers the mobilisation and implementation phases, and includes identification of 'critical path' activities and milestones...	...this will provide assurance to both the project team and decision makers, and as a minimum should cover a 3-6 month period to give transparency of the key activities critical to success.
	If a project entails a complex series of changes, there will need to be a clear and robust transition and exit plan from the project environment to 'Business As Usual' (BAU) with users...	...including issues such as handing over contractual arrangements; resourcing arrangements; transfer of outstanding risks and issues; proposed timescales; amending governance arrangements; phasing of the rollouts; and the timetable for migration into shared services.
	The project plan details the activities to be delivered, but the timetable is extremely tight and there is no room for slippage...	...progress and resources need to be very tightly managed during this period to ensure delivery of critical path activities.

Planning:	Key Lesson	Additional Detail
2012-13	A comprehensive programme plan has been developed, together with a management system which ensures that all activities are closely monitored and that progress against delivery milestones is reported...	...the baseline programme plan is very much a 'living document', which is being further developed with additional delivery activities and milestones as these are identified and mapped.
	As the Programme moves into its delivery phase, against extremely tight timescales, the achievement of target dates will become much more important...	...particularly for those items on the 'critical path'.
		...the Board, in particular, should actively challenge and interrogate any reported slippage of key milestones.
	The Project Team has developed a detailed project plan, however, there is a need to expand the details related to delivering key elements of the Project, such as: • business change; • finalising the scope of the project; and • developing the vision and Target Operational Model...	...as part of this revision, the critical path(s) linked to key milestones need to be clearly identified, in order to inform when decisions need to be made by the Project Board and to provide assurance that the overall timescales are achievable.
	While work is underway on key activities there is no overall up-to-date comprehensive schedule showing all these activities' interdependencies and identifying any critical path...	...consequently, it is difficult to assess whether the target date is achievable.
		...and while there is a need for a schedule covering the very intense current phase leading to the start of construction, there is also a need for an overarching plan going forward showing all relevant activities for the project.
2011-12	Plans should include the specifics of the next crucial stages of the project including particulars of any user acceptance testing and training to aid the management of competing business and project priorities.	To avoid confusion over levels of resourcing and timeframe a user acceptance testing plan should be developed and communicated to all stakeholders at an appropriate stage in the project.
2009-10	Plans should be realistic and achievable and address all elements of the programme / project from the earliest possible stages; they are also subject to regular review to ensure current, relevant content is available.	A high level integrated project and resource plan supported by more detailed stage plans with specific objectives is required to proactively plan and manage the next phases of the project to ensure that quality outputs are produced on time and to budget.

Planning:	Key Lesson	Additional Detail
2009-10 (continued)		The preparation of a plan should not be seen as the end of a project which is a continuum of activity progressing from the planning phase to readiness and finally to delivery.
	A staffing and resource plan should set out the defined roles, scope and job descriptions for the key programme / project staff and when these will be required.	Resourcing assumptions should be revisited regularly as the programme / project moves forward.
		Service Management resourcing should have clear roles and responsibilities and document support procedures to ensure all parties understand their respective responsibilities.

Procurement:	Key Lesson	Additional Detail
2015-16	The tender evaluation process, covering financial, technical and legal aspects, is designed to ensure that the preferred bidder's proposed solution complies with requirements, meets the service needs and will enable the benefits to be realised...	...the draft legal documentation clearly sets out the roles and responsibilities of the developer and contractor as well as the client organisation...
		...plus service requirements, technical specifications and details of the payment mechanism, providing a basis on which to develop and plan for the relevant contract management processes and procedures.
	There would be value in the Programme reviewing lessons from its first two projects in order to adjust the approach to the next tranches of projects and procurements...	...including considering whether the set of procurement documents need to be refined, streamlining the various stages of competitive dialogue, and agreeing ownership and management roles and responsibilities of the programme, its project and advisors.
	As the contract for service provision could not be awarded without significant negotiation of potential solutions and commercial models, it was concluded that the 'Competitive Dialogue' procedure was the most appropriate route to market, rather than the 'Open' and 'Restricted' Procedures...	...the contract award was seen as particularly complex and there was difficulty in specifying the legal and/or financial make-up of the project...
		...and the market for these services is relatively mature yet small, which - coupled with the business critical nature of the requirement - also make it difficult to present the most appropriate way of allocating commercial risk and legal responsibilities without dialogue with prospective suppliers.

Procurement:	Key Lesson	Additional Detail
2014-15	The Project Team engaged Central Procurement Directorate (CPD) at an early stage of formulating the strategy and detail of the procurement plans...	...this has ensured that a robust procurement strategy has been adopted and is being pursued, and is a good example of best practice.
	Although the market engagement exercise has identified a number of potential bidders, until responses to the PQQ are received it will not be clear whether it will be possible to hold a competition in the form currently envisaged...	...there is not currently a 'Plan B' for an effective solution if this were to prove to be the case.
2013-14	The approach to using a framework agreement for this project which includes pricing for subsequent related projects is relatively new and will require careful execution...	...this approach brings potential benefits such as economies of scale, efficiencies in site mobilisation and single contractor management.
	A Project Board may engage and commission a procurement specialist to develop a comprehensive procurement strategy...	...which clearly sets out a range of options, and considers each against a set of weighted criteria.
	The early engagement of Central Procurement Directorate (CPD) is in line with best practice...	...and CPD has assigned a dedicated experienced individual to advise and develop a robust procurement strategy, which provides the Project with a very sound basis to progress from.
	The Centre of Procurement Expertise (CoPE) could have been involved more extensively throughout the project...	...both in a quality assurance role for key documentation as well as a role to overtly protect the integrity of the procurement process.
2012-13	A project procurement strategy and an evaluation methodology were used to successfully guide the project through the phases of the procurement...	...the evaluation methodology was disclosed to the tenderers to provide transparency during the procurement phase.
		...the procurement team established and managed a data room for tenderers, which was augmented by sharing information via the CPD eSourcing application.
	CPD has been critical in supporting the procurement of the Integrated Consultancy Team but has not been as closely involved post-appointment...	...CPD needs to be re-engaged in the process, as it offers skills and broad experience of the next stages which the project will require in order to operate under a good practice procurement regime.

Procurement:	Key Lesson	Additional Detail
2012-13 (continued)	The project requires clear contract management procedures and succession planning post-award of contract...	...including a fully active and robust risk management process.
	There are significant time pressures to achieve a contract award, however, there is a degree of uncertainty about the time that will be necessary to accommodate the current phase of clarifications and subsequent decision making...	...an updated project plan would illustrate potential delay to the current extended tender analysis phase.
2011-12	Appointments of suitably skilled and experienced lead negotiators should be considered prior to engaging the prime contractor on the process of contractualising the response to the ITT or SOR.	The negotiation strategy should address issues such as roles and responsibilities of all parties to a contract, in particular long term governance of the relationship.
		Development of an exit strategy from any existing contractual arrangement that complies with all legislative and policy requirements should be undertaken as part of contingency arrangements.
2010-11	Roles and responsibilities of the evaluation panel members should be clearly defined together with the role of CPD in all relevant documentation.	Where a non standard procurement route is being considered, use should be made of techniques such as benchmarking to ensure that value for money can be demonstrated.
	The project team should ensure that there is a clear separation of roles where an incumbent supplier is bidding for a future contract. It is important that the integrity of the contract negotiations is not compromised.	
2009-10	A detailed procurement strategy which articulates an understanding of the supplier market capacity, the grounds for selecting the preferred route and providing a clear policy for future procurement will inform VFM.	A recognised COPE such as CPD should be consulted at an early stage on best practice procurement to ensure compliance with legal and contractual policy obligations.
		Arrangements for procurement should begin to be considered at OBC stage and fully detailed at FBC completion.
	Contract management arrangements should be put in place as soon as the business case is approved.	Where Competitive Dialogue procedure is used protocols need to be established covering the engagement and negotiation with bidders.

Procurement:	Key Lesson	Additional Detail
2009-10 (continued)		The programme / project manager should acquire a level of understanding of the contractual arrangements to allow the effective management of the contract during implementation.

Programme and Project Management:	Key Lesson	Additional Detail
2015-16	The Project is planning the active closure of its completed work streams, in order to transition responsibilities to an agreed business as usual (BAU) operation...	...including establishing clear timings and milestones for driving forward business change to support the full implementation of the new Target Operating Model.
	The ICT Solution has been de-coupled from the overall programme so that it can progress at the required pace...	...and to de-risk it from other as yet unknown aspects which may be required in line with implementation of the broader programme.
	Both the organisation and its sponsoring department are involved with numerous similar projects, however, there is no formal process for identifying the learning from earlier projects to inform later ones...	...Post Project Evaluation (PPE) reports and/or Gateway 5 Review reports (focusing on Operational Review and Benefits Realisation) for completed projects should provide a useful source of information on these matters.
2014-15	Preparations for programme closure should include agreeing and establishing appropriate (shadow) operational support and governance arrangements...	...there are opportunities to start to scale down the programme and transition work into operational support activities, although there is also a need to ensure that key residual activities are appropriately managed and resourced.
	There is a clear plan for the procurement and build aspects of the project, however, successful delivery is dependent on a much wider range of activities...	...these need to be clearly defined, included in the Project Plan and, where appropriate, shown on the Critical Path.
		...project management disciplines (for example. regular reporting against specific targets and monitoring progress against trajectories) will need to be applied to those change activities that are identified as being on the Critical Path of the project.

Programme and Project Management:	Key Lesson	Additional Detail
2013-14	The organisation has experience of delivering projects of a similar type; scope; and value in recent times, and has a range of in-house procedures for project monitoring and control...	...the organisation's management and reporting system provides visibility to the relevant management team, with automatic triggers to flag exceptions to plan and - in specific circumstances - prevent further spend.
	Not all the activities underway lend themselves to conventional project management techniques: there is a great deal of work which is dependent upon co-operation and influence, including some of the 'enabling work' being undertaken by external organisations...	...that said, there is evidence of strong project management disciplines and practices in certain key areas, and in essence the individual work streams are utilising the most appropriate approach for their tasks, and are calling on external expertise where necessary.
	There needs to be a significant change in the way the project is managed after contract award...	...in terms of: • development of an implementation strategy; • preparation of a fully resourced project plan; • development of a business change strategy; and • preparation of a future service.
	The project is behind schedule for a number of reasons, and there is a real risk that a key product will not be completed on time...	...all project activities should be reviewed to ensure they add value, are efficiently and consistently organised and prioritised having regard to the need to meet key delivery dates
2012-13	A series of Project Board meetings were carefully scheduled to facilitate discussion and agreement at key procurement decision points...	...including signing off the various evaluation reports, and obtaining Project Board approval to invite final tenders.
	A well-established programme, with a sound governance structure, good financial control and a well-structured programme management system...	...further opportunities exist to streamline the programme management system and, in some cases, free up some resource to address the challenges which lie ahead.

Programme and Project Management:	Key Lesson	Additional Detail
2012-13 (continued)	Best practice project management principles support formal project closure to ensure that the lessons have been learned and that there are no residual issues...	...the SRO should consider production of a Post Project Review (PPR) and prepare for a longer term Post Project Evaluation (PPE) to underpin the benefit realisation process.
	Good work has begun within the PMO to set up initial versions of plans, risk registers and other frameworks, although these are inevitably still at an early state of maturity...	...still some way to go to put in place an effective set of programme management processes and controls, ranging from basic co-ordination, through the normal progress-chasing activity, to effective contingency planning.
2009-10	Links between individual projects should be streamlined to ensure they fully integrate with the overall programme.	Where the programme is high profile and has a variety of projects, an independent non-executive director should be considered for the programme board to provide a challenge function across all aspects of the programme to ensure effective delivery.
		Stakeholder representation within the programme / project management structure is key to the successful delivery of benefits and transition to the new service.
2008-09	Both programmes and projects need to employ appropriate management methodologies, governance structures and skills to ALL elements to provide assurance for the delivery of the overall objectives	A programme needs to use an appropriate methodology including planning and reporting with regular and consistent highlight reports
		A programme board is recommended to provide assurance to an organisation for a range of major projects
		Absence of in house project management skills will result in external advisers only managing some elements
		Project management arrangements and disciplines need to be applied to all elements of a project

Resourcing:	Key Lesson	Additional Detail
2015-16	The small core project team may not have sufficient capacity if the decision is made to proceed with the full scale programme...	...a resource plan for full implementation should be developed when moving from a project to programme-based approach.
	The way forward needs to be supported by adequate numbers of staff and skills within the organisation...	...the work to support change such as helping with the new business processes and the business change activities themselves will require experienced resources...
	Confidence in successful delivery will be greatly enhanced when key personnel are removed from business as usual operations to devote to full time project work...	...and given an adequately resourced Project Management Office (PMO) support team.
2014-15	This challenging and demanding change programme will impact on many of the department's core policy and operational business areas...	...the associated implementation could become very high risk, with other areas of the department's business suffering damaging impacts because of the need to divert substantial 'business as usual' resources to this programme.
	Staff turnover in the Programme Team had been significant with a detrimental effect to the programme itself and critical stakeholder engagement...	...it is important that a stable team is maintained.
2013-14	Strong skills and expertise have been built up during the delivery of this programme...	...it will be important to ensure that appropriate resources or knowledge are transferred into BAU activities.
		...a clear plan of how best to achieve this will need to be developed as part of programme transition and closure.
	There is a great reliance on key staff who are fundamental to the project, and this is embodied in a 'lean' project resource structure...	...given the aggressive implementation plan, and the reliance on key individuals, the Project Board should monitor these resource implications closely.
	Universal support for a project from stakeholders needs to be translated into resources supporting the project...	...common areas of concern are project management; project support; and resource definition.

Resourcing:	Key Lesson	Additional Detail
2013-14 (continued)	The Project needs to consider and secure succession planning for key personnel...	...who have worked extremely hard and demonstrated excellent commitment, but who would also be a significant loss to the organisation in the event of their departure.
	Revision and expansion of the project plan will inform the resourcing requirements necessary to deliver the project...	...the Project Board has recognised the need to increase resources, and these are being secured to support implementation.
		...key areas are: sufficiently skilled and experienced project management; stakeholder communications; and business change management
2012-13	The current Project Team has energy and enthusiasm, and has made significant progress to date...	...however, the team is largely part time and, with the challenges ahead, more resource is urgently needed in order to deliver against a demanding schedule.
		...appropriately skilled and trained resources are needed for the project to develop and maintain key tools - these resources may be available from a central Programme Management Office.
	The Project Team has a good understanding of the project and is working hard to keep the project within challenging timescales...	...the project appears to be well resourced with experienced people drawn from the department, supported by appropriate external resources as required.
	The Project Team is managing a complicated and technically challenging project, utilising good internal and external experience...	...although they are very reliant on external consultants
2011-12	Staff resourcing plans should be routinely reviewed to ensure that they provide adequate coverage and continue to align with the project plan.	Succession planning should be included in any human resource plans to allow for business continuity and contingency arrangements.
		A clear resource allocation plan which identifies the staff expertise, likely timetable and timeframe to acquire experts will aid the progression of the project.

Resourcing:	Key Lesson	Additional Detail
2010-11	Clear forecasting and monitoring of a project's budgets will lead to improved financial control within the project	
	Good human resource planning will assist in the retention and recruitment of necessary staff to ensure the success of the programme or project.	Poor resource planning can lead to existing staff becoming frustrated and stressed. It can also be a block to the recruitment of suitable new staff.

Risk:	Key Lesson	Additional Detail
2015-16	The risk register relates mainly to the tendering phase, and the project needs to look at risks and issues on a longer term basis...	...this can be achieved via an initial workshop with the project team, end users of the service, and the supplier... ...the project needs an holistic view of the risks and issues facing it in the next phase of implementation, so that they can be assessed and managed.
	The Project Manager is often listed as the owner of a large proportion of the risks, but this does not necessarily reflect reality...	...the risk register needs to be updated to identify the key business owner of each risk as indicated in the countermeasures, which also require review to ensure they mitigate the risk sufficiently.
	Risk management appears to be in its early days of development - further work is required to embed risk management into day to day project and programme activity...	...risk reporting should inform the Programme and Project Boards and clearly identify risk owners who are best positioned to manage the respective risks.
2014-15	The SRO cannot manage the programme well without a good practice approach to risks and issues...	...including an appropriate escalation process which ensures that all high value/high likelihood risks (and only those) are consistently presented to the Programme Board for resolution/direction... ...the SRO also has to be confident that subsidiary projects are managing project-level risk and escalating appropriate risks and issues.

Risk:	Key Lesson	Additional Detail
2014-15 (continued)	There are a number of risks which - while well understood - are not recorded on the risk register, are not visible to all participants and therefore are not capable of being managed and/or mitigated...	...there is limited evidence to indicate that project risks are being regularly and actively discussed and managed by the Project Board.
		...the RAG classification is being used to assess and record the current status of each risk, however, it is not immediately apparent where a risk has been closed
2013-14	There should be a clear and robust mechanism for the prompt escalation and resolution of risks and issues, otherwise there is a possibility that risks which require specific, timely action could be overlooked...	...a simplification of the documentation presented to the Programme Board will go some way to address this, while keeping Programme Office work at a manageable level.
	The risk register and issue log are dynamic documents...	...which need to be supported by robust processes for regular review, reassessment, and management of existing risks and issues, and early identification of new risks.
	Major issues and risks are logged; updated on a regular basis; and presented to the Project Board in a highlight report...	...and while Board members are fully aware of the risks and issues connected to the project, there is no evidence of these being formally reviewed by the Board.
	There is evidence of good use of a risk management process to deliver the construction activity and initial set up of the new business model...	...however, there is need to move away from a project-based risk culture to a business-based risk management culture.
2012-13	In a time-bound and challenging programme, risk & issue management are of vital importance...	...there must be constant awareness of risks which could threaten successful delivery, and key issues which arise must be addressed and resolved without delay.
		...key risks are regularly reviewed by the Board, and periodic risk workshops are used to assist in the identification of fresh areas of risk.

Risk:	Key Lesson	Additional Detail
2012-13 (continued)	In accordance with good practice and effective scrutiny, consideration was given to whether the project is subject to any of the NAO / OGC Common Causes of Failure...	...these being the factors which repeatedly undermine projects and which need constant attention.
	The project has a very active risk management process for both the construction and implementation phases, with risk identification, mitigation and reporting a regular feature of the relevant project forums...	...comprehensive and active usage of the risk register as part of project management processes.
		...mitigation plans being put in place to increase both capability and capacity.
	The risk register focuses on those activities leading to contract...	...and should be extended to identify the risks for the whole life of the project.
2010-11	Individual risk owners should be recorded for each identified risk.	A risk register should exist that allocates specific ownership to identified risks. Multiple members of the team should not be identified as risk owners of single risks - this is not good practice.
		Risk registers should not be prepared just ahead of the Review - they should be comprehensive and an integral part of the project management process. Risks should be owned by individuals rather than by organisations. This supports better risk control, review and escalation.
	A comprehensive and proactive risk management strategy, including an up to date risk register must be in place.	A single, integrated risk register should be produced and maintained for the remainder of the project.
		Risk registers should contain an articulation of identified risk which are programme / project specific. Top priority project risks should be captured and escalated to programme level and communicated to the programme manager as necessary.
	Issues should be managed appropriately and distinguished from risks.	An issue log should be developed alongside the project risk register. Issues should be differentiated from risks and recorded appropriately.

Risk:	Key Lesson	Additional Detail
2010-11 (continued)		The issues log should be more focussed on issues with significant impact on project delivery. Assistance with this can be obtained from the PMO.

Roles and Responsibilities:	Key Lesson	Additional Detail
2015-16	The specific roles, responsibilities and authorities of the Programme Board are emerging, although there is not yet a common understanding of the roles of the SRO, Programme Board and PMO...	...there is some confusion over whether the SRO role is primarily co-ordination versus having full responsibility for the successful delivery of the Programme...
		...the Programme needs to ensure that no gaps are being created between projects, and that Project SROs have clarity in their explicit roles, responsibilities and accountabilities for their projects and how they will contribute to the successful delivery of the Programme.
	The programme's management and escalation process has been strengthened by the creation of a Business Change Group...	...which will own the process, while providing regular review and oversight and - where necessary - escalation to the Programme Board.
	The position of SRO is the most senior leadership position on the programme, and it is this role that is ultimately accountable for delivery of the programme's benefits...	...in large scale government programmes it is not unusual to find part-time SROs, who take the role alongside other responsibilities, working alongside full-time Programme Directors who provide day to day leadership over many aspects of the programme.
2014-15	The SRO of this cross-departmental project was not chair of the Project Board: this is unusual and although the objectives of the project were ultimately met, this arrangement does not conform to a best practice approach...	...in future, it may help to clearly set out the roles and responsibilities of the SRO to encourage people to consider the role, and to also set out to others what the role entails.
	Confidence in the potential success of this well defined and well supported project is underpinned by the experience and leadership of the SRO...	...a good Project Team has been developed under the clear direction and strong leadership of the SRO, and now supported by the Project Director.
		...the Project Manager is an effective focal point for communication and coordination of the various work-streams.

Roles and Responsibilities:	Key Lesson	Additional Detail
2013-14	The focus of activity will change as the project enters the construction phase, and while the team's high levels of drive and resilience should help overcome any future emergent risks and issues, their roles and responsibilities will be different in the construction phase and will therefore need some realignment...	...a clear understanding of roles and responsibilities and reporting relationships needs to be reflected in the Project Execution Plan and associated project structure charts.
	The Programme has identified a number of key dependencies which could impact on it...	...these are not all currently under the direct control of the current SRO, therefore it may be appropriate to re-allocate the SRO role to the individual within the department who does have direct control.
	The SRO (who will be taking up a fresh post shortly) has been instrumental in turning the project around and making a real difference, with a focus on what needs to be done and necessary actions...	...there needs to be a robust handover plan between SROs to ensure continuity of approach and momentum is maintained.
	The appointment of an experienced Programme Director with relevant skills and background is critical to drive the programme forward...	...the impact of this omission of leadership and direction is not always apparent, but clearly increases the risk of delay and failure downstream.
2012-13	All stakeholders are keen to successfully deliver the strategy...	...the Project Team plans to improve on the current engagement with key external stakeholders.
		...the key stakeholders need to fully understand their specific roles and responsibilities for implementation activities.
	The Post Project Evaluation is planned to be carried out by staff within the organisation...	...given the large capital development, and range of new approaches to delivery, the project should consider supplementing this approach with an appropriate level of independent evaluation to clearly demonstrate robust objectivity.

Roles and Responsibilities:	Key Lesson	Additional Detail
2012-13 (continued)	During this early stage of the programme, the single most useful step would be to appoint a programme manager who has sufficient experience to ensure that good plans are drawn up, and who carries sufficient organisational authority to ensure that they are followed...	...this role allows the various strands of work to be co-ordinated at a level lower than Programme Board, which will undoubtedly become necessary as the level of detail increases.
		...it also improves the flow of information to the Board, ensuring that attention is directed to the most important issues.
	The project has a good level of skills and resources and these have been devoted to the tender evaluation process...	... experience and continuity is being considered, as post award of contract, senior staff from the current Project Team may occupy the Implementation Manager and Business Development lead roles.
		...there is also a need to ensure that contract management is resourced appropriately.
2011-12	It is especially important that ownership for key posts are taken at the outset of the project and clearly defined in the PID.	One of the strengths of any project will be a fully engaged Senior Responsible Owner.
		The SRO agrees the delegations and authorities as they apply to members of the project at each decision point. This is especially important for projects with complex team structures.
2010-11	A project specific succession plan to cover the duration of the project should be produced.	This will ensure that the correct calibre of staff are recruited and trained to replace staff who are moving on.
		It is especially important for key posts such as Project Sponsor, Senior Responsible Owner and project manager.

Roles and Responsibilities:	Key Lesson	Additional Detail
2010-11 (continued)	A lack of clearly defined roles will lead to confusion within the stakeholder community about the governance of the project or programme.	The role and responsibilities of the project manager must be clearly defined, agreed and communicated to avoid any confusion between that role and a project manager involved with one aspect of the project.
		Once a significant role is defined it is imperative to the success of the project or programme that the resource is assigned on a full time basis.
2008-09	Lack of clearly defined and agreed roles and responsibilities throughout the programme or project lifecycle will lead to confusion, lack of ownership and adversarial relationships, which will put successful delivery seriously at risk	Roles and responsibilities of the in house team should be clear so that there is no tendency to believe that gaps in project requirements would be filled by the PM
		An agreed plan is required for handover of project to service users with clear governance arrangements and responsibilities defined
		Confusion regarding exact roles and responsibilities within the Project Board, Senior Management, consultants and the organisation's project team will contribute to fuelling an adversarial relationship
		Assumptions made at the outset e.g. resourcing or user responsibilities, need to be revisited regularly and contingency plans made for under provision or failure to delivery

Scope:	Key Lesson	Additional Detail
2015-16	Running a project to tight time scales requires constant attention and an understanding of the constraints that this places on the project...	...there is always a trade off between perfection, time and cost, and this trade off is not always properly understood by all parties: the Project Board needs to be made aware of the impact on time and cost which any change in scope is likely to have, and ensure that it challenges any change that threatens timescale.

Scope:	Key Lesson	Additional Detail
2015-16 (continued)	This is a business change project enabled by a contract procurement, however, the sole focus to date has been on procurement and the required resource has not been available to progress planning of other key areas...	...there is a very clear need to understand and refocus on the broader scope of the project, and to make progress in several other key areas if the project is to secure a successful outcome.
	Unused contingency funding and optimism bias were used - following approval - to extend the scope of the project to include various additional facilities, and while there is a sense of direction, there is no business plan, nor sense of urgency for development of the additional facilities...	...there is a draft high level 'project timeline' for the extended scope of the project, but no formal project plan, and no firm dates for practical completion, testing, start up and planned ramp up toward envisaged usage of the additional facilities.
2014-15	This transformation programme evolved after component projects were already in place, initially to introduce a governance framework to coordinate activity across those projects and 'business as usual'...	...the programme has taken on additional aims around changing the culture of the organisation - these are widely supported, however, the full scope of the programme is not yet entirely clear, as would be expected at this stage of the programme lifecycle.
	While there is widespread awareness of the project and its delivery, there is a question over the capacity of the public sector to utilise the services offered by the project given the current state of flux arising out of budgetary cuts...	...while this is outside of the control of the project, its long-term success may require a more proactive approach to ensure optimum delivery of the planned/required outcomes.
2013-14	The Programme Board can utilise lessons learned from the first tranche of projects to take stock of the overall project portfolio, and assess likely programme-level outcomes...	...this will help to confirm (or adjust) the approach being taken to assess remaining projects in order to ensure that the overall programme objectives are being adhered to and delivered.
	The project requirements capture exercise needs to be scoped tightly and realistically...	...to ensure that the solution is deliverable within projected timescales and cost controls.
	The scope of a project should be clearly defined within the Project Initiation Document (PID) and Business Case...	...so that all parties understand the scope of the project, and agree that it is focussed on the delivery of specific outputs.
	Project scope needs to be clearly defined so that the project can be closed in due course and delivery of objectives measured......	...the scope must be within the control of the Project Board to deliver, and made absolutely clear to the project and stakeholders as to when the project is deemed to end and switch over to BAU operations.

Scope:	Key Lesson	Additional Detail
2012-13	The project is overseen at Departmental level, which will help control the scope of project delivery, and maintain a focus on the key objectives...	...expectations will have to be managed carefully to mitigate against potential scope creep.
	The Project Initiation Document (PID) has been produced and approved by the Project Board...	...the PID clearly states the elements that are currently outside the scope of the Project.
	This project is clearly more than a construction exercise, in that it includes a significant business change requirement in relation to the transformation of the current facility.	
	Use of an in-house development team carries a risk that the IT requirements can expand unnecessarily and - as internal costs are often hidden - the true cost of the project can increase significantly...	... the requirement specification has been reduced in sophistication, and phased to meet the delivery timetable and match the pace of development.
		...the IT development team is operating in a 'commercial' manner to control potential requirements expansion.

Stakeholders:	Key Lesson	Additional Detail
2015-16	As the project moves from procurement into implementation, the approach to and focus of stakeholder communications will change and broaden to ensure successful delivery...	...this will start with stakeholder identification, analysis and mapping (as these will differ in this new stage), clearly showing the nature of each stakeholder's interest in the project, and their ability to influence its success...
		...there also needs to be a prioritisation of the stakeholders, to indicate how much effort needs to be devoted to communicating with each.
	This project has four specific aims, however, it is apparent that different stakeholders have differing views on the objectives, so there is opportunity to reflect on clarifying and prioritising the objectives...	...and while there is strong stakeholder support for the overall concept and direction there is a need to grasp the current opportunity to re-consult and re-engage key (particularly external) stakeholders to ensure policy acceptability and to elicit support for project deliverability.

Stakeholders:	Key Lesson	Additional Detail
2015-16 (continued)	The full ramifications of constraining the project at this stage by short-term financial considerations, while possibly understood, needs to be presented to all key stakeholders in order to limit and manage their expectations...	... there is no formal stakeholder engagement strategy as such, however, it is clear that active engagement is taking place at a number of levels.
2014-15	A large Sub-Programme Board has been established, comprising a significant number of key stakeholders, and there appears to be an overlap in functions of this board, which appears to be trying to cover both programme board activities and senior stakeholder engagement and communications activities...	...it would be appropriate to revisit the ToR and composition of this group and clearly separate out the activities which would help to establish a focused Programme Board, with reduced membership, to drive the programme and improve clarity of the decision making processes.
	Many stakeholders do not yet have a consistent view on how success will be demonstrated...	...it is important that there is a clear appreciation, understood by all parties, on how this will be achieved - and communicated to key stakeholders.
2013-14	Public relations and overall communications have had limited effect in ensuring that key stakeholders are provided with clear, timely and accessible information on the programme when they require it...	...it is essential that someone with the necessary skills set takes ownership for the updating and execution of both the communication strategy and stakeholder management plan.
	Strong evidence to show that the project is an extremely important development...	...and its outputs have become an integral part of how each stakeholder engages with the service in question
	Significant engagement is needed during the development phase, not solely with the Project Team, but also with operational colleagues to ensure that the solution meets the agency's business requirements as a whole...	...this early participation will not only enable a more appropriate operating model to be developed for the business, but should also reduce the time required to quality assure the deliverables
	There is a high degree of confidence and assurance that the programme will be 'fit for purpose'...	... based on the level of proactive external stakeholder engagement and the quality of feedback and support received

Stakeholders:	Key Lesson	Additional Detail
2012-13	Stakeholders have good awareness of the project and consider that the preferred solution will bring benefits and improvements...	...some see an opportunity to improve business processes through the delivery of the new system.
		...there is a high level of optimism and enthusiasm from business representatives, with significant backing from senior management.
	The level of engagement of multiple stakeholders, the commitment and enthusiasm of the delivery team and staff, the senior leadership and ownership and the project resilience shown in overcoming significant obstacles is impressive...	...the stakeholder engagement strategy was established early in the project, and the identification of key stakeholder groups has been comprehensive.
	Clarity around measureable outcomes from the perspective of the end-user is a necessary ingredient for keeping stakeholders aligned, and for managing the expectations of the project's beneficiaries...	...the communications strategy identifies the key stakeholders affected by the project and outlines what actions the project team will take to keep them informed and engaged, however, it does not appear to provide clarity around how the expectations of the citizens, who represent the main beneficiaries of the project, will be managed.
	There is overwhelming stakeholder support for the project...	...this bodes well for a successful outcome for the project and the contributions it will make to critical business areas, with crosscutting benefits to internal and external customers.
2010-11	Stakeholders can impact or influence the success of any change programme or project.	SRO should ensure that the consultation and communication strategy is reviewed and updated to frame and support stakeholder engagement activities as the project progresses.
		All stakeholder organisations should be clear in their understanding of the elements of the programme that relate to their own organisational objectives.
		A stakeholder map and management plan should be generated to underpin consultation processes within projects.

Value for Money:	Key Lesson	Additional Detail
2015-16	There is good scope for savings resulting from this project, however, this will require staff resources to be deployed to realise these benefits...	...in this regard such resources can be regarded as an invest to save measure.
	Certain key issues need to be resolved as they impact on the organisation's ability to ensure that a Value For Money (VFM) solution is achieved on time, on budget, meeting supplier contractual obligations, and delivering an optimal solution...	...the strategies, targets and plans required for project delivery are not yet mature enough to proceed, and the supporting programme / project structures are not geared or fully in place (or connected sufficiently) to move into the next phase.
	The full life cycle costing of each option may not have been taken into account when making decisions, which appears to be a common error...	... there is a lack of consensus on how to achieve the right balance between capital expenditure on environmental sustainability measures, and the corresponding environmental and revenue benefits.
2014-15	The 'bureaucratic costs' of delivering the programme will need to be assessed and funding secured over the entire life of the programme...	...these costs are considerable and will need to be ring-fenced in a climate of austerity and increasing concern about affordability.
	Despite ever tightening timescales, the project team have managed to obtain an appropriate level of assurance that the proposed solution is achievable and represents value for money.	
2013-14	There are major concerns about affordability and value for money...	...the business case needs to be brought up to date to include the cost of current service provision, and sufficient optimism bias to support a robust value for money assessment.
	A well defined process for ICT personnel to evaluate and approve the technical aspects of change requests...	...should help to ensure that value for money is achieved
	It is important that the wider project team, including agency personnel, understand how the commercial aspects of the contract work and in particular, how their actions (or inactions) can increase costs or generate savings...	...this is a good opportunity to ensure that all parties understand what 'value' means to each party, and how that value can be improved by working collaboratively

Value for Money:	Key Lesson	Additional Detail
2013-14 (continued)	The tender returns have resulted in a tender cost that is considerably less than the pre-tender estimate, hence the project appears affordable...	...the project team need to develop a strategy to ensure VFM is achieved and affordability maintained
2012-13	An Optimism Bias assessment gives decision makers increased confidence in the projected project cost...	...so they can make more robust Value for Money and affordability judgements.
	The Business Case originally recommended an outsourced solution, however, a review of the Net Present Cost (NPC) calculations and the proposed delivery route - including additional consideration of non-financial assessment criteria - resulted in revised figures and demonstrated that an in-house development and delivery option was the preferred approach...	...the use of in-house resources provides a level of flexibility and contingency, without the potential for incurring significant change control costs that could apply to an out-sourced solution.
	The risk of excessive change control and escalating cost in the delivery phases needs to be controlled...	...use of a rapid (agile) development methodology can increase this risk.
2011-12	It is important that any programme or project demonstrate Value for Money (VfM) for the process of change in addition to the change itself.	Benchmarking could be utilised as a way of demonstrating value for money and will provide real opportunities for improvements to the programme or project.
2009-10	Where PPP / PFI is used any reduction in deal flow in future phases of a partnering agreement will impact negatively on the VFM of the project.	Early agreement is required from stakeholders on the minimum levels of business required to ensure VFM from a partnering contract.