



Ministry
of Defence

MOD Integrated Assurance Gate Review Report
XXXXXX
Gate 5

Version Number:	1.0 FINAL
Senior Responsible Owner (SRO):	
Date of Osmotherly Appointment letter issued to SRO:	
Has SRO completed the Major Projects Leadership Academy?	No
Programme Manager:	
TLB:	TLB NAME
Business Case stage reached:	Full Business Case or equivalent
Review Dates:	XX-XX XXX 2023
Review Team Leader:	XXXX XXXX
Review Team Members:	XXXX XXXX XXXX XXXX XXXX XXXX
Report Distribution	Final report: SRO, AO and standard MOD distribution via the MOD IA Hub
Previous Review:	Gate 0 – XXXXXX XX-XX XXX 2022 DCA - Green
Review ID Number	XXXX

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About this report

This report is an evidence-based snapshot of the status of the Project/programme at the time of the review. It reflects the views of the independent Review Team, based on information evaluated over the review period, and is delivered to the SRO immediately at the conclusion of the review.

This assurance review was arranged and managed by:

MOD Integrated Assurance Hub

FULL ADDRESS

MOD IA Hub shared mailbox: EMAIL

Delivery Confidence Assessment (DCA)

See Annex A for DCA criteria and definition

Delivery Confidence Assessment:	Green
<p>The Delivery Confidence Assessment is rated Green. There are no major outstanding issues that at this stage appear to threaten delivery. There are areas that will require ongoing through-life management, primarily under OTHER PROGRAMME NAME, to ensure that the XXXXXX benefits are sustained.</p> <p>The Programme has successfully delivered critical national infrastructure upgrades and enabled the release of NUMBER Trade Group NUMBER posts in support of growing the TLB NAME Capability. Simultaneously, CAPABILITY availability statistics are impressive, showing an uplift from previous performance. Under OTHER PROGRAMME NAME, the Contractor CONTRACTOR NAME is evidenced as working well and the challenge of staffing at remote locations is being tackled proactively.</p> <p>The whole XXXXXX team has been very successful in embracing a one-team ethos across organisational boundaries, enhanced through the implementation of Psychological Safety workshops and a common desire to achieve.</p> <p>Notwithstanding the 'snagging list' for the 4th (final) site, along with residual activities planned and underway, Programme XXXXXX can be considered complete. It has delivered four sites that are operationally effective and has provided the basis for sustained benefits realisation, including through OTHER PROGRAMME NAME. It is critical to programme completion and full benefits realisation that the snagging list is addressed in a timely manner.</p>	

Summary of risks and recommendations

Priority	Risks* Identified with Evidence and Recommendations	Classification Insert Reference	Critical, Essential, Recommended	Target Date
1	<p>Risk: If there is a lack of clarity surrounding respective responsibilities for fault or defect resolution then this could undermine XXXXXX site performance and result in confusion and frustration.</p> <p><u>Recommendation 1:</u> Produce a decision matrix to assist site custodians in directing fault and defect reporting and resolution to the correct route.</p>	13. Other	Recommended	XXX 23
2	<p>Risk: If Lessons Identified are not recognised and shared across all delivery partners then this could undermine the intention to use them for improvement and merely result in 'shelfware'.</p> <p><u>Recommendation 2:</u> Emphasise, document and communicate the Lessons Identified for XXXXXX across all delivery partners.</p>	11. Knowledge Management	Recommended	XXX 23

**Risk denotes risks, issues, concerns and key dependencies*

Areas of good practice

Commending delivery of...	Specific details of successful delivery
10. Resource & Skills Management	Collegiate Teamworking across multiple organisation boundaries, supported by a common commitment to psychological safety.
1. Governance	Strong linkage, yet disaggregation, of multiple programmes in the portfolio.
10. Resource & Skills Management	The retention of key personnel from the Military, CONTRACTOR NAME and Sub-contractors from XXXXXX, through XXXXXX Phase 1 to XXXXXX Phase 2 and on to XXXXXX has been very successful in promoting good team working, engendering trust and pulling through lessons effectively; continuity within the OTHER GOVERNMENT DEPARTMENT team has been especially invaluable in enabling TLB NAME to make value for money investment decisions with agility in pursuit of additional benefits.

Comments from the SRO

I would like to thank the Review Team for conducting such a considered and thought-provoking review. It has looked helpfully into the future not only from a Programme-centric perspective but also through the lens of how what has been learnt on XXXXXX could contribute to the success of other programmes. Both formal recommendations will be implemented within the timescales indicated, and the report will be circulated to all team members and a few people beyond to help maximise absorption and 'pull-through'.

Review Team findings and recommendations

Business Case Status

As noted in the Gateway Review Report of XXX 2022:

Programme XXXXXX is an enabling programme, which will provide for unmanning the current manned XXXX CAPABILITY through the implementation of remote monitoring and additional security, resilience and safety measures. The release of NUMBER Trade Group NUMBER posts as a result of XXXXXX will enable the TLB NAME to increase its commitment to XXX activities whilst remaining within its maximum headcount of 31,750. XXXXXX Phase 1 comprised three sites: LOCATION 1, LOCATION 2 and LOCATION 3. XXXXXX Phase 2 comprises one site: LOCATION.

Phase 1 (the 'programme of record' at the time) was covered by an approved business case in XXX 2019. An outline business case for Phase 2 was conditionally approved by the TLB NAME in XXX 20 and ratified by Review Note 3 (RN3) in XXX 21.

RN3 provided approval for an increase in Programme scope to include implementation of XXXXXX at the 4th (and final) LOCATION, including an uplift in ABL of £X (£X CDEL, £X RDEL) VAT Inc.

The XXXXXX sites at LOCATION 1 and LOCATION 2 were contracted on a fixed price basis but, like for LOCATION1, LOCATION 2 will be undertaken on a 'Time and Direct' basis since the overall programme team (including delivery partners) have derived a high level of continuity and confidence through lessons learnt and knowledge gained from the previous installations during OTHER PROGRAMMEs NAME and XXXXXX Phase 1. This revised approach enables TLB NAME to hold a 'risk pot' of funding; however, relevant interviewees are of the view that it will not be required and that, in turn, TLB NAME will be able to optimise value either within XXXXXX or elsewhere in the portfolio.

In addition to the main works at LOCATION, the opportunity has been taken to expand the scope to co-locate the CAPABILITY sites onto a single INFRASTRUCTURE nearby. The Review Team views this not as 'scope creep' (rationalisation of multiple TLB NAME capabilities at XXXX Sites was actually envisaged as a broader ambition within Annex A of the original business case), but as a prudent opportunity given the on-site presence of necessary resources. Funding is available and the additional benefits are understood. Interviewees acknowledge the potential constraints surrounding the achievement of the CAPABILITY co-location, but these are being planned for and will not affect XXXXXX Phase 2 IOC.

The Business Case status remains unchanged, though clearly progress has been

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made and some of the above extract is now past tense.

Benefits

Building on the previous Gateway report, XXXXX remains firmly on track to deliver against its stated benefits and to provide the basis for further leverage beyond the scope of the Programme.

The release of NUMBER TRADE GROUP personnel has been achieved, contributing to the development of the TLB NAME capability as intended. The Review Team at this time heard of significant progress already being made in building that capability, supporting the FUTURE SERVICE.

It should be noted that XXXXX, *per se*, is not accountable for the building of Cyber capability, but it is a key enabler to the TLB NAME success in that regard.

The infrastructure upgrades delivered to facilitate XXXXX sites being unmanned and supported by a leaner Contractor Logistics Support (CLS) team are complete, with the exception of the snagging list for LOCATION.

The CLS contract, under OTHER PROGRAMMEs NAME, is in place and seen to be working well, delivering CAPABILITY availability across the XXXXX sites of ~99%. The CLS team (CONTRACTOR NAME) appears to be cognisant of the challenges in recruitment and retention of SQEP to fulfil the contract and has put in place a number of measures (discussed later) to ensure that the contracted availability is maintained (and indeed exceeded).

If OTHER PROGRAMMEs NAME struggles to recruit and deploy SQEP for remote locations then potentially that scenario could lead to necessitating the posting of military personnel, or increased dependency on mobile BM Ops, undermining the benefits of XXXXX.

It would be prudent to confirm the apprenticeship/training/recruitment plans under Project OTHER PROGRAMMEs NAME to sustain the benefits delivered through XXXXX as part of the XXXXX programme closure documentation.

More broadly, whilst not without its difficulties, XXXXX is viewed as an exemplar Programme in many ways; including interest from overseas (COUNTRY) recognising the UK as experts in CAPABILITY systems and operational optimisation. This contributes to the sharing of good practice.

In summary, XXXXX has delivered, and/or enabled, its intended benefits.

Delivery Partners

As noted in the Gateway Review Report of XXX 2022:

Throughout this Gateway Review, the most prominent and repeated comment was the existence of an overall collaborative approach and willingness to work collectively as a cohesive team with a common goal of high-quality delivery. This was enhanced by full involvement within governance bodies such as the Steering Group when necessary and a feeling that all stakeholders were engaged and listened to with open lines of communication. Further, the maintenance of continuity of service and people throughout the deliveries has enabled the formation of a dynamic, professional, collaborative team with a single goal of effective delivery and a willingness to work together on future initiatives.

That one-team approach was again cited many times as a key determinant of XXXXX's success. TLB NAME, OTHER GOVERNMENT DEPARTMENT (and their key contractors CONTRACTOR NAMEs), XXXX and XXXX have all pulled together with one purpose. Furthermore, the relationship between XXXX and XXXX (the manufacturer) is said to be strong. As XXXXX draws to a close with OTHER PROGRAMME NAME to sustain the benefits, many of the participating organisations have continued their partnership on OTHER PROGRAMME NAME.

Programme Governance

Programme governance continues to operate effectively, benefitting from the continuity of the SRO in post and a collegiate one-team ethos demonstrated across participating partners.

The connected nature of various programmes (e.g. OTHER PROGRAMME NAME ,XXXXX, OTHER PROGRAMME NAME 1, OTHER PROGRAMME NAME 2, OTHER PROGRAMME NAME 3, OTHER PROGRAMME NAME 4) has been recognised in the portfolio and enabled the SRO to put in place the governance arrangements to ensure strong mapping and co-ordination. During the course of this Gateway Review, the Review Team heard of prioritisation decisions made to progress an outstanding issue on XXXXX, which would have a knock-on effect on OTHER PROGRAMME NAME. This level of decision-making is strongly supported by the deep understanding in the TLB NAME team of the dependencies across the programmes.

Communications at Programme level, particularly with the key delivery partners, were reported as strong; although in some cases sub-optimal communications had occurred with contractors working on other programmes which in turn led to instances of poor installation co-ordination. Interviewees recognise these as opportunities for learning and there is a generally positive feeling of achievement and

accomplishment.

Psychological Safety

The adoption of 'Psychological Safety' workshops has been universally welcomed and has given good insights into maintaining team health whilst progressing delivery. There is a heightened focus on team dynamics being given within TLB NAME and across the XXXXX leadership; this is having a positive effect on the programme team. Furthermore, the benefits of psychological safety are being recognised at more senior levels in the TLB NAME Capability Portfolio Leadership. The Review Team concurs that, whilst it is often difficult to quantify the value of such initiatives in financial terms, there is no doubt that they form part of the risk mitigation tapestry. There is a cost to undertaking psychological safety, but there is potentially a far higher cost of not doing so.

Observations from interviewees support the shared value brought by the psychological safety workshops and the way behaviours were shaped to a common desired outcome. A lesson learnt was that embracing psychological safety within the XXXXX team was a concept brought in part-way through delivery and there was a strongly expressed view from multiple participants that it would be beneficial to adopt it earlier in a programme's lifecycle.

Psychological safety is not a concept that can just be 'done once'; it needs to be embraced and implemented by individual teams with a sense of their 'ownership'. In time, it should flow through the lifeblood of team professionals and become part of the culture. If TLB NAME is to sustain the value created and positive narrative around psychological safety, it will need to be viewed not as 'the latest fad', but as a core part of the leadership toolkit for which specialist facilitation support would be advantageous.

At this point in time, there is certainly a common and strong advocacy for psychological safety being expressed throughout the XXXXX team and it is evident that the momentum of these values is being carried forward into Programme OTHER PROGRAMMEs NAME.

Programme & Risk Management Arrangements

It was noted that the Programme had a stable team, including leadership, enabling effective and positive progress throughout the programme. This also helped improve psychological safety across the entire team, providing a supportive and collaborative environment.

The Review Team heard that some aspects of infrastructure installation at the CAPABILITY sites occasionally suffered a lack of joined up thinking, including areas that whilst not directly controlled or funded by XXXXX would impact its capabilities if not addressed.

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In respect of the snagging list for the 4th site, there is evidence of some frustration caused by uncertainty and ambiguity over roles and responsibilities. The Review Team heard that a meeting held in XXX 23 agreed in detail all parties' roles and responsibilities, formalising what had previously been unofficial agreements and defusing tensions.

A lesson for future projects would be to clarify such ambiguities earlier in project / programme lifecycles, improving communication, mitigating tensions and enabling work to progress at pace.

The Review Team was pleased to see an appropriate use of Agile and Waterfall methodologies to enable progress at pace. It was suggested in interviews that Programme management, more generally, could be improved by encouraging the taking of proportionate risks and trusting the teams to deliver. Programmes should be allowed to adopt a "fail fast" delivery method. It would also be advantageous to eliminate nugatory processes. Whilst recognising this, it should be stressed that the use of Agile does not eliminate the necessity for good governance and assurance activity, including Business Case development, requirements management, planning and risk management (including decision making authorities).

It was reported to the Review Team that some stakeholders had not been invited to meetings, resulting in confusion and delays. It is worth investing time developing and simplifying stakeholder relationships whenever possible to resolve the emergence of potential tensions. It is advised that optimum delivery will be achieved if the right people are available at meetings to provide comment and advice. Skilled professionals should be communicated with and be involved in all elements of providing information to facilitate delivery, with formal and informal approaches including stakeholder meetings and daily stand-ups. The Review Team concurs that these are valuable observations that should be included in records of Lessons Identified.

XXXXX Progress Update

Remote xxxx xxx has been successfully trialled with positive results, after some initial technical difficulties. However, whilst the solution has been proven it is yet to be fully implemented (beyond the scope of the XXXXX Programme), with sites 'fitted for but not with' pending future funding.

The four XXXXX sites have all been delivered and at IOC to time, cost & quality, with only minor snagging required and no significant risks left without imminent mitigation. Those snags that may undermine the continued safe and secure operation of the 4th site are known to the Programme; the associated responsibilities for their resolution have been recorded but need to be enacted.

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The Review Team observed that the implementation of modern secure infrastructure at the LOCATION Site had been undertaken by the programme XXXXX team, though it is beyond the scope of the XXXXX Business Case (opportunistic spend to save). The upgraded LOCATION Site could act as a Demonstrator for consolidating other CAPABILITY sites at a single secure site when funding becomes available, both to further enhance the resilience of UK TLB NAME infrastructure and to enable the full exploitation of new capabilities being introduced by Programme OTHER PROGRAMME NAME.

CLS & CAPABILITY Availability Levels

The Review Team learned that the OTHER PROGRAMMEs NAME availability arrangement with xxx had been in operation since XXX 22. A combination of consistent contracted labour on-site and the re-distribution of spares has led to improved availability levels. These have consistently exceeded the 95% contract performance level at each site. This is despite the extended logistics 'tail' for the more remote sites, with comparatively higher spares levels at those sites mitigating the risk of poor weather and lack of transport (ferries/flights). Four individuals are employed at each site, with 2 present during working hours and a 3rd individual on stand-by. On-call cover is provided out of hours and at weekends.

In the Review Team's opinion, xxxx has built a sustainable model and its resourcing approach demonstrates that it understands the risks surrounding this. Of note, strong interest has been shown in the 3 trainee roles that form part of the workforce, and the plan is for them to reach qualification as FRONT-LINE COMMAND Engineers alongside annual training of the existing workforce. Although churn will always be a cause for concern, the Review Team feels that technology job opportunities in remote areas will remain attractive if this model is maintained.

This positive picture has to be balanced against the frustrations that may be experienced by xxx employees in their secondary role as building custodians. The Review Team heard that some snags remain outstanding for re-work at sites, whilst responsibilities for non-OTHER PROGRAMME NAME repairs (newly arising building defects, for example) could be made clearer. Although the OTHER PROGRAMME NAME arrangement is definitive on the building custodian role, there is potentially a gap between this and the pragmatic aspects of operating as the 'boots on the ground'. One way to manage this could be to provide the building custodians at each XXXXX (or similar) site with a simple matrix covering all of the systems within the installations, showing the responsible organisation and POC they should contact for any issues.

Risk: If there is a lack of clarity surrounding respective responsibilities for fault or defect resolution then this could undermine XXXXX site performance and result in confusion and frustration.

Recommendation 1: Produce a decision matrix to assist site custodians in directing fault and defect reporting and resolution to the correct route.

(Recommended)

MOD Gate Review Report Template v2.2 Oct 2022

This report provides a snapshot of the programme at a pre-agreed point in time

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Lessons Learnt Approach

The Review Team heard that the application of 'Lessons Identified' workshops has been an effective means of capturing the experiences gained within XXXXX for re-use in other programmes such as OTHER PROGRAMMEs NAME. The benefits of applying Psychological Safety (including in XXXXX) have been captured in a published report and briefed across Government Departments.

The Review Team further expects that members of XXXXX will be ambassadors for this more effective way of working as they eventually move on to other programmes. However, as few of the organisations involved in XXXXX and OTHER PROGRAMMEs NAME appeared to have a mature methodology for this, all should consider how to record the learning in an enterprise level database in order to maximise its potential availability.

TLB NAME demonstrates a commitment to Learning From Experience (LFE) and other key partners acknowledge a need to ensure that Lessons Identified do indeed get learnt, not just filed. Given the good work on building the one-team ethos, it would be appropriate to ensure that Lessons Identified and Good Practice are collated and shared across the team and wider Change community.

Risk: If Lessons Identified are not recognised and shared across all delivery partners then this could undermine the intention to use them for improvement and merely result in 'shelfware'.

Recommendation 2: Emphasise, document and communicate the Lessons Identified for XXXXX across all delivery partners. (Recommended)

Residual Activities Ahead

The Review Team was told that the bulk of work has been completed on XXXXX, and that the budgetary timeline would see the programme drawing to a controlled close by XXX 24. During the next 7 months, the Review Team would look to see the completion of programme documentation and plans to reassign resource being implemented. Indeed, this is already underway with the work on OTHER PROGRAMME NAME well advanced.

In terms of remaining XXXXX installation work, this focuses on a few outstanding issues and the satisfactory resolution of snagging at the 4th site (LOCATION). The Review Team learned that the xxx doors are to be retrofitted with panels at LOCATION and that work remains to be completed on surveillance camera circuits at all sites by TLB NAME before these are fully operational (at high bandwidth). Construction is nearing completion at the combined LOCATION INFRASTRUCTURE site, whilst air conditioning for the LOCATION is not yet functioning, leading to

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uncomfortable temperature conditions for those occasionally working in the XXX.

As it is often challenging (at the end of a build programme) to get tradespeople to sites at the right place and time, the Review Team would encourage a task force approach to these few remaining snags and defects so that full readiness is achieved.

The Review Team was made aware that flight checks had been completed for each CAPABILITY but that LOCATION protection baselining could be beneficial if further changes are anticipated at any point.

Some interviewees mentioned an issue of smoke vent positioning at LOCATION, now resolved. It would be wise to check that similar defects are not present at the other sites.

The Review Team was told that the late arrival of detailed design drawings had sometimes meant that construction got underway before the drawings were checked, and this led to avoidable re-work. For OTHER PROGRAMMEs NAME, a means of visualising the detailed design ahead of construction could be helpful in limiting the number of subsequent snags found.

Acknowledgement

The Review Team would like to thank all participants for their contributions to the Review.

Next Assurance Review

The Review Team is of the view that this is the final Gateway Review of the XXXXX Programme.

ANNEX A – DCA Descriptions

From 1 April 2021, the IPA has moved to a 3-tier RAG status (Red, Amber, Green). The Delivery Confidence Assessment (DCA) RAG status should use the definitions below.

Colour	Criteria Description
Green	<p>Successful delivery of the programme/project to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery.</p> <p><i>Recommendation: The programme/project is ready to proceed to the next stage.</i></p>
Amber	<p>Successful delivery of the programme/project to time, cost and quality 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.</p> <p><i>Recommendation: This programme/project can proceed to the next stage with conditions, but the programme/project must report back to the IPA and HMT on the satisfaction of each time bound condition within an agreed timeframe.</i></p>
Red	<p>Successful delivery of the programme/project to time, cost and quality appears to be unachievable. There are major issues which, at this stage, do not appear to be manageable or resolvable. The programme/project may need re-baselining and/or its overall viability re-assessed.</p> <p><i>Recommendation: This programme/project should not proceed to the next phase until these major issues are managed to an acceptable level of risk and the viability of the project/programme has been re-confirmed.</i></p>

ANNEX B – Terms of Reference for Review

This is a Gate 5 review.

ANNEX C – Project/Programme Background

[Completed by the programme team in advance of the review]

<p>The aims of the programme / the driving force for the programme / the policy intent the programme is delivering to:</p>	<p>The principal aim of the XXXXX Programme is to help deliver the totality of the XXXX Workforce Requirement for TLB NAME Resilience by enabling the release of Trade Group NUMBER posts from CAPABILITY maintenance activity at UK CAPABILITY LOCATIONS. Phase 1 (LOCATION, LOCATION1 and LOCATION 2) and Phase 2 (4th and final site at LOCATION) of the LOCATION Programme will release a total of NUMBER TRADE GROUP posts to OTHER CAPABILITY.</p> <p>It became apparent from Programme OTHER PROGRAMMEs NAME (restoration of an TLB NAME CAPABILITY at LOCATION) that all CAPABILITY maintenance support for a CAPABILITY LOCATION could be performed effectively through a contractor support solution; there was no SERVICE TRADE GROUP manpower footprint at LOCATION to begin with.</p> <p>Given the operational success of OTHER PROGRAMME NAME, it was decided to roll out the LOCATION model to other UK CAPABILITY LOCATIONS. It should be noted that on-site contractor support for deeper (3rd and 4th Line) CAPABILITY maintenance activity already exists at the 4 other UK LOCATIONS that operate xxx CAPABILITY.</p> <p>There will be cost savings over time associated with the upkeep and maintenance of new versus decaying infrastructure.</p>
<p>The impact if the programme fails to deliver e.g. any risks to or any material impact on civilians/citizens:</p>	<p>The TLB NAME would fail to deliver its required XXX capabilities, with the attendant risk to national security. Additionally, not upgrading decaying CAPABILITY INFRASTRUCTURE threatens Defence's reputation for sustaining effective OPERATIONAL SUPERIORITY should a resultant failure to the UK's CAPABILITY allow OPERATIONAL RISK TO MATERIALISE.</p>
<p>Project/programme link to departmental or government strategies or policies:</p>	<p>TLB NAME Resilience: increased XXX defence capability and capacity for the UK.</p>
<p>Projects or programme interdependencies [if applicable]:</p>	<p>XXXXX Phase 1 and Phase 2 are decoupled from OTHER PROGRAMME NAME and OTHER PROGRAMME NAME. However, in an effort to achieve economies of scale (and therefore better Value for Money for Defence), XXXXXX is undertaking some CAPABILITY work at LOCATION and the CAPABILITY sites in LOCATION to assist OTHER PROGRAMME NAME.</p>

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Has the SRO's Osmotherly letter (letter of appointment) been approved at the appropriate levels?	Programme Initiation Document dated XXX XXX 19 and Business Case Outletter dated XX XXX 19 constituted authority to proceed. Letter of Appointment for the SRO dated XX XXX 21.
The procurement / delivery status:	<p>OTHER GOVERNMENT DEPARTMENT have continued to be utilised as Principal Designer and Principal Contractor (for all physical infrastructure and security aspects of the Programme). This approach has enabled us to capitalise on the OTHER GOVERNMENT DEPARTMENT's experience (successes and lessons) from OTHER PROGRAMME NAME.</p> <p>Unlike for the first two XXXXX sites (LOCATION and LOCATION 1), where OTHER GOVERNMENT DEPARTMENT were contracted through TLB NAME, TLB NAME 1 are now (LOCATION and LOCATION 1) the Client for OTHER GOVERNMENT DEPARTMENT, creating a much more efficient and dynamic arrangement. This arrangement was made possible by the (agreed in 2020) Service Level Agreement (SLA) between the FRONT-LINE COMMAND and OTHER GOVERNMENT DEPARTMENT.</p>
Funding / business case:	XXXXX Phase 1 (first 3 sites: LOCATION, LOCATION 1 and LOCATION 2) have achieved IOC and been handed over to OTHER TLB and the Battlespace Management Force. XXXXX Phase 2 (the 4 th Site at LOCATION) is fully funded with an approved Review Note.
Integrated Assurance and Approval Plan (IAAP):	No IAAP is in place for Programme XXXXX.
Project plan:	A Programme Plan is in place. This plan was re-baselined following TLB NAME approval of Review Note 3.
Current position regarding previous assurance reviews:	XXXXX has been subject to three previous Gateway Reviews, (the first in XXX 20, the second in XXX 21 and the third in XXX 22).

ANNEX D – Progress against previous assurance review

Recommendation	Progress/Status
<p>Risk: If a delivery partner is unsighted on decisions or changes made then this could undermine their respective planning assumptions.</p> <p><u>Recommendation 1:</u> Ensure that all communications and decisions are conveyed across the whole delivery enterprise.</p>	<p>Actioned.</p>
<p>Risk: If Planning Permission is declined for the intended INFRASTRUCTURE installation near to LOCATION then the additional benefit of this opportunity could be at risk.</p> <p><u>Recommendation 2:</u> Ensure that the contingency plan is in place and communicated, and that the impact assessment of potentially invoking it is undertaken in good time.</p>	<p>Actioned.</p>

ANNEX E – List of Interviewees

The following stakeholders were interviewed during the review:

[illegible]

*unable to attend

ANNEX F – Recommendation Classifications and Priority

There are 13 classifications in the classification set, Review Teams are asked to record the classification reference number of each recommendation as per the table below.

#	Classification	Definition
1	Governance	Recommendations related to the oversight, structure and decision making of a project/ programme. This theme also includes recommendations relating to alignment with pan-government priorities, strategies, and controls.
2	Stakeholder Management	Recommendations related to relationships with all parties with an interest in the outcome of the project/programme, whether internal to the agency, internal to government or external.
3	Programme and Project Management	Recommendations related to all aspects of project, programme and portfolio management, but excludes recommendations on Risk, Issues and Dependency Management (Theme 9) and Resource Management (Theme 10)
4	Change Management & Transition	Recommendations related to the Management of Business Change – all the work required with and in the business and with the customer to make ready for the initiative, in terms of changes to business processes including: business continuity planning, changes to work processes and resourcing, changes to organisational structures and staffing to support transformational or process changes to business delivery to ensure a smooth transition to BAU It does not include Technology Readiness for Service (Theme 12).
5	Financial Planning and Management	Recommendations related to financial planning, organising, directing and controlling of financial activities.
6	Benefits Management & Realisation	Recommendations related to the identification, ownership, measurement and realisation of benefits and dis-benefits. Benefits can be either financial or non-financial.
7	Commercial Strategy & Management	Recommendations related to the end-to-end procurement process including: Procurement strategy and planning, Approaches to the market, Contract negotiation and Contract management.
8	Context, Aim & Scope	Recommendations that are aimed at the clarity of the change to be implemented. It covers alignment to vision, strategy, and policy; the purpose, objectives, justification and description of the change; and the determination of success and the necessary environment to ensure success.
9	Risk, Issues & Dependency Management	Recommendations related to the identification, analysis, impact assessment, response and the on-going review and management of Risks, Issues and Dependencies (i.e. outputs that are required by a project to succeed, but which will be delivered by parties not under the direct control of the project).
10	Resource & Skills Management	Recommendations related to all aspects of the identification, supply, optimisation, prioritisation and maintenance of resources and appropriate skills.

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11	Knowledge Management	Recommendations related to the process of capturing, developing, sharing, and effectively using organizational knowledge. It includes sharing knowledge and experiences or Lessons Learnt.
12	Technology	Recommendations related to all technology issues, including the alignment of the technology solution to the technology and business strategy, the integration of one or more technology solutions, the operational readiness of the solution (including testing of the solution), and all aspects of security relating to the technology solution.
13	Other	To be used only when other classifications do not apply.

Each risk-based recommendation will be recorded as Critical / Essential or Recommended:

- **Critical (Do Now):** To increase the likelihood of a successful outcome it is of the greatest importance that the programme/project should take action immediately.
- **Essential (Do By):** To increase the likelihood of a successful outcome the programme/project should take action in the near future.
- **Recommended:** The programme/project should benefit from the uptake of this recommendation.