



HM Courts &  
Tribunals Service

# Assuring Quality and Driving Efficiency

The 7 Steps Delivery Framework (**DRAFT**)

DACS Knowledge Sharing Session

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# Why do we need the 7 Steps?

All change contains operational, financial and reputation risks, especially the forthcoming scale of change during Interim State 3 (IS3). *Reform* therefore requires a framework such as the 7 Steps to encourage and assure planning, collaboration and conscious, evidence-based decision making.

If applied in line with the 7 Steps principles (page 8), this framework should provide the mechanism to safely and efficiently deliver high quality solutions into HMCTS operations to time and within budget.

It is not the silver bullet for success, which depends on the overall quality and timeliness of planning, design, build, preparation and implementation of the changes as well as funding, resourcing etc. However, consistent application should assure that the critical steps are being carried out to the required standards and timeframes or identify risks early.

Rather than creating a burden, it should make life easier for Reform leadership, portfolio, programme and project teams, operations and stakeholders.

*Fig 1. Benefits of the 7 Steps*

## Quality

PDT and Governance can support programmes in turning the 7 Steps into a useful tool which mitigates risks early and drives collaboration. This should lead to high quality solutions and successful implementation

## Efficiency

A combination of forward planning, standardisation, alignment and reporting means that risks and issues as well as potential synergies are identified early. This reduces re-work and expedites delivery.

## Assurance & Governance

Stakeholders understand who does what by when across Reform, what approvals and hand-shakes are absolutely critical and what evidence is required to pass them

## Common language

The framework promotes a common language across Reform. This enables standardisation, making it easier for projects and programmes to integrate.

# What are the 7-Steps aiming to guard against?

Whilst the working principles (on page 8) allow for a degree of flexibility and proportionality in the application of the 7 Steps, the framework does need to ensure that the most critical activities and decisions have taken place. For example, it should guard against:

1. Starting a project without an agreed set of benefits aligned to the Reform business case
2. Making build / buy decisions and commencing procurement without sufficiently clear requirements
3. Starting to build and spend money on technology without an approved end-to-end design and understanding of re-use
4. Deciding on a tactical solution without due consideration of whole life costs
5. Refining the solution to the point where project costs erode benefits
6. Missing portfolio level interdependencies (e.g. cross-jurisdictional workforce) that prevent timely benefits realisation
7. Starting to pilot without agreed measures of success
8. Approaching national roll-out / public beta without an agreed scope and release plan
9. Commencing roll-out without successful test or pilot results and evidence that the operational teams can support it
10. Diverging from or dropping agreed scope without understanding the backlog and consideration on overall benefits and end-state TOM
11. Losing sight of the legacy plans and therefore the ability to realise benefits
12. Closing the project without evidence of benefits realisation and a completed hand-over

These are the sort of things SROs need to consider across the Reform life cycle, at times consciously weighing up the need to deliver at pace vs. ensuring to deliver the right outcomes. Programme Boards or members of the Reform leadership team should help and assist in mitigating challenges at the earliest opportunity.

# Why are we refreshing the 7 Steps?

The 7 steps were first introduced in June 2017 but have not been consistently applied. Feedback from Change SMT, the Programme Director Survey and the 01/2019 PAR review have highlighted the need for a refresh.

## Feedback from Teams

"My Project uses an Agile Framework, this does not apply to my project"

"Which documents are required?"

"I have been here for 3 years working on Tech delivery and have never heard of the 7 Steps"

"Where do I go to get decisions made?"

"Why do we have the 7 Steps?"

"Service transition is imminent yet the scope keeps changing"

"We assumed TDA approval was sufficient to proceed into build"

"7 Steps needs to be embedded beyond the Design Authority"

## PAR recommendations

### Set out a Road Map for Approval points

*"The Programme team should develop a route map setting out assurance and approval points for programmes and projects"*

### Bring more clarity on Portfolio Progress

*"The team should produce a succinct portfolio level dashboard to show overall portfolio progress at a glance"*

### Manage the critical path and portfolio dependencies

*"Ensure the Portfolio has a clear understanding of the critical path and a better view of dependencies across programmes"*

### Consistent reporting & Performance Metrics

*"The programme should consider adopting a consistent set of metrics for external reporting of programme performance"*

# How did we approach the refresh?

## A “hands-on”, collaborative approach

- The work was carried out in collaboration between the Delivery Partner, PDT, Governance and Assurance and Transition.
- It builds on the previous version rather than reinventing the wheel.
- The approach was “hands-on”, helping projects and programmes understand how applying the 7 Steps may address their wider challenges.

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- The work considered the project, programme, portfolio lens as well as enabling (e.g. commercial) strands of work. We interacted with 30+ stakeholders including SROs and the PIF, PRG and PMM engagement fora.
- The guidance meets HMCTS governance requirements as well as existing MoJ / government delivery frameworks.

## A “Quick-Start Guide” to prompt the right conversations

### 1. An updated 7 Steps “aide memoire” poster



### 2. A “Quick Start Guide” explaining the framework and how to use it including:

- Working principles
- Stage Gate Prompts
- Who does what section



### What are we not producing?

Individual detailed guidance for each of the 55+ Reform projects. The 7 Steps provides a framework to help projects plan for key decisions, sequence activities and identify collaboration points that are required to deliver. It is not an exhaustive project management tool.

# What are the key takeaways?

## Outcomes we are trying to achieve

1. Encourage the **right behaviours**, help with **forward planning**, **drive collaboration** and **provide assurance** that critical activities are taking place.
2. Drive further **standardisation** across Reform so that supporting programmes and projects find it easier to integrate.
3. Facilitate **evidence based decision making** for SROs and Programme Boards.
4. Make the 7 Steps **sustainable and drive continuous improvement** across Reform.

## What has changed in the 7 Steps guidance and why?

1. **7 working principles** (next slide) to facilitate the uptake of the framework.
2. **New Step names\*** in plain english to promote a common language across Reform.
3. **Increased focus on critical decision points** (Stage Gates (SG)) with clearer governance routes to show where and on what basis critical decisions are made.
4. **Alpha being subject to SG2 (Ready to Develop)** so that tech development does not start without an approved design and understanding of re-use.
5. **Stage Gate prompts** for Programme Directors and their teams to prepare for SG decisions by asking the right questions, working with the right teams and providing critical evidence.

## Points to note:

1. **Programme Boards** (and Transition Board at SG 4 – approval to roll out) **make the Stage Gate decisions** (based on input and relevant decisions from DA and TDA).
2. **DA approval is** an input to SG 1- 5 if appropriate to mitigate the risk of divergence from TOM. TDA reports into DA\*\*.
3. **Everyone has a role** to play in embedding the 7 Steps from Project Manager up to Change Director and SRO.
4. Upcoming Stage Gates **will be surfaced at portfolio level through PDT reporting** and provide greater visibility of progress. The 7 Steps and critical path work align.
5. **PDT and Governance** will work with programmes to agree their journey through the 7 Steps, provide targeted support and encourage programme internal “check-ins” for early identification and mitigation of risks.

*\*Steps 5 & 6 ('Readiness for Final State' and 'Readiness for Handover to BAU') have been combined into a single Step 5 'National Roll out'.*

*\*\* To be confirmed by Governance Review*

# The 7 Steps working principles

To enable the application to a wide range of projects and programmes, working principles were developed. These can be used to turn the 7 Steps into a useful tool for individual projects and programmes together with PDT and Governance & Assurance.

## Clear

Easy to understand and usable by the Portfolio, Programmes and Project teams. Clear where and when key decisions are made and what evidence and documents are likely to be required at each point.

## Decision Led

A focus on the decisions required and the evidence to support those decisions, rather than satisfying document checklists.

## Proportionate

The effort required for a project to move through the 7 Steps is proportionate to the scale, complexity and risk and is not overly bureaucratic.

## Flexible

Flexible and can accommodate the needs of different types of projects. Therefore not all projects may need to go through each step or Stage Gate (for example Stage Gate 3). The requirements should be discussed and agreed at the start.

## Iterative

The journey is not always linear, within programmes different projects will be in different steps and within projects different workstreams could be at different steps. Some projects may not pass through all Stage Gates or could even go backwards.

## Collaborative

The Reform Programme is made up of many Subject Matter Experts (SMEs). If there is uncertainty about what is required to pass through a Stage Gate your relevant business partner or the Portfolio Delivery Team will be able to guide you.

## Aligns

The 7 Steps aligns and complements existing government frameworks, including the 7-lenses of transformation and the cross government functional model. It also aligns with other PDT Tools such as the Critical Paths and the GDS standards.

# Do the 7 Steps apply to me?

In all likelihood “yes” as, at its core, the 7 Steps just introduce a number of formal decisions, made by the right group of people, to assure quality, delivery efficiency and risk mitigation across a project’s or workstream’s life cycle. As per the previous slide, its application can be tailored with PDT and Governance & Assurance in line with the principles.

## The 7 Steps apply if:

- Discrete strands of activity carry inherent financial, operational and reputation risks for Reform.
- A stakeholder group (i.e. Programme Board) can mitigate these risks by making conscious decisions on whether:
  1. The scope and objectives of the work is clear enough and justifies time and effort being spent on “design” - SG1 - READY TO DESIGN
  2. The preferred solution (design) is likely to deliver the expected benefits and end-state TOM and justifies time and effort being spent on “build” - SG2 - READY TO DEVELOP
  3. The solution should be tested and whether it is safe to do so - SG3 – READY TO TEST
  4. Test / pilot results and business readiness suggest that changes can be safely rolled out at scale - SG4 - ROLL-OUT
  5. Changes have stabilised and benefits are being realised to the point where hand-over to the operational business is complete – SG5 – READY TP COMPLETE

## For example:

Through our engagement and case study work whilst refreshing the 7 Steps we have found it can be applied using the principles. For example :

- Strands of the **CTRT programme** (e.g. front-of-house changes not depended on service projects) face the same 7 Step questions about objectives, design, build, test, roll-out and handover.
- The **CTSC technical solution** project goes through the same 7 Steps even though the CTSC team would commonly consider itself more as the operational business.
- Even though the **Crime Programme** runs across multiple of the 7 Steps at once, strands of work still fall within the start up, design, test and roll-out steps

***Whilst we adopt agile methodology in many areas of reform, we also need to be conscious that as we are subject to financial, time and solution constraints and therefore require Stage Gates.***



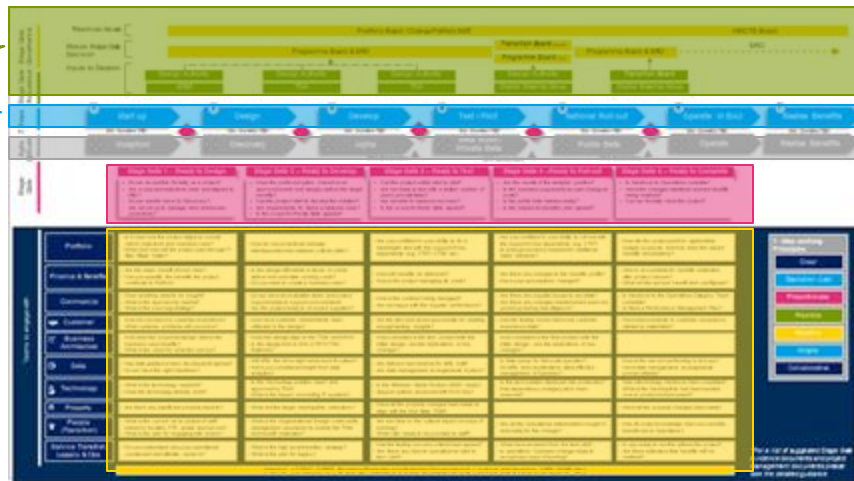
# How to read the 7 Steps “One Pager”?

The top half of the overview document seeks to set out the critical decision making points. The bottom half of the document is designed to serve as a prompt to encourage engagement with the relevant teams.

This shows **where critical decisions** are made\*

The refreshed **7 Steps** with simplified names

This section shows **the critical questions** that need to be answered at each Stage gate



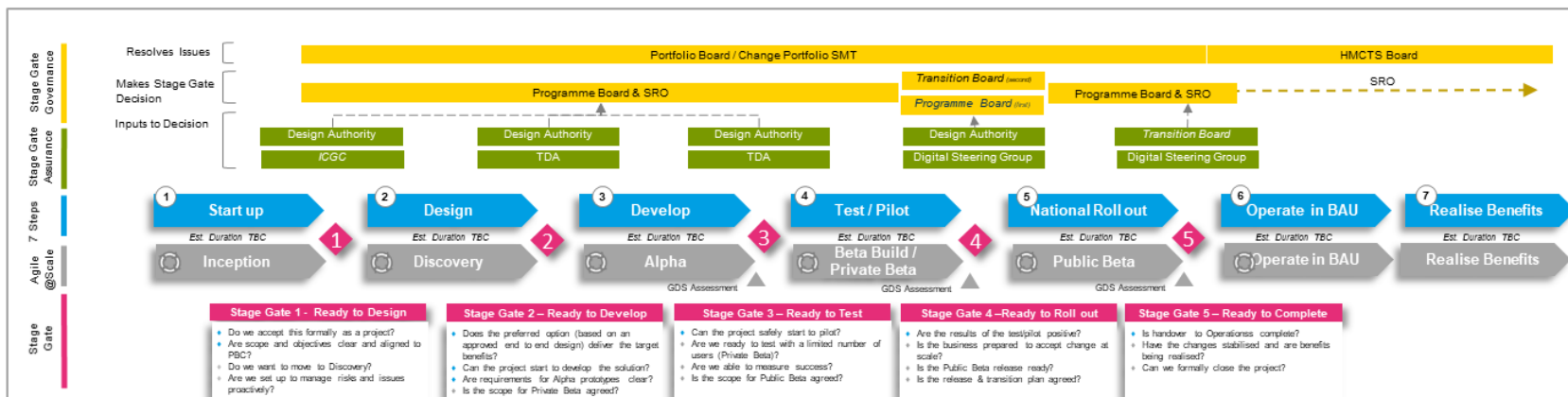
This section shows how the 7 Steps broadly **align to Agile**, highlighting GDS assessment points

The **bottom half** of the document is designed to serve as a **prompt to encourage engagement with the relevant teams** who support and enable successful delivery. These teams will be able to advise and guide project through any relevant processes. The questions throughout the document serve as a high level guide to key assurance and governance considerations.



Please Note: The next few slides provide more detailed prompts for each stage gates, as well as a standard list of programme management documents

# The Refreshed 7 Steps



Teams to engage with		7-Step working Principles:				
		Clear	Decision - Led	Proportionate	Flexible	Iterative
Teams to engage with	Portfolio	<ul style="list-style-type: none"> <li>Is it clear how the project aligns to overall reform objectives and business case?</li> <li>When and how will the project pass through 7-Step Stage Gates?</li> </ul>	<ul style="list-style-type: none"> <li>How do you proactively manage interdependencies between critical paths?</li> <li>Are we set up to manage risks and issues proactively?</li> </ul>	<ul style="list-style-type: none"> <li>Are you confident in your ability to do a meaningful test with the support of operations (e.g. CTCT, CTSC etc)?</li> </ul>	<ul style="list-style-type: none"> <li>Are you confident in your ability to roll out with the support of operations?</li> <li>Is extra governance required for additional major releases?</li> </ul>	<ul style="list-style-type: none"> <li>What are the portfolio level implications of the project closing?</li> <li>How did the project perform against time budget, scope etc? Any lessons learned?</li> </ul>
	Finance & Benefits	<ul style="list-style-type: none"> <li>Are the major benefit drivers clear?</li> <li>Can you quantify the benefits the project contribute to Reform?</li> </ul>	<ul style="list-style-type: none"> <li>Is the design affordable in terms of cost to deliver and end state running costs?</li> <li>Do you need to create a business case?</li> </ul>	<ul style="list-style-type: none"> <li>How will benefits be delivered?</li> <li>How is the project managing its costs?</li> </ul>	<ul style="list-style-type: none"> <li>Are there any changes to the benefits profile?</li> <li>Have your assumptions changed?</li> </ul>	<ul style="list-style-type: none"> <li>Who is accountable for benefits realisation after project closure?</li> <li>What are the turnover benefit and cost figures?</li> </ul>
	Commercial	<ul style="list-style-type: none"> <li>Does anything need to be bought?</li> <li>What is the approach to market?</li> </ul>	<ul style="list-style-type: none"> <li>Do we have an evaluation team and project support ready to support procurement?</li> <li>Can the project start to on-board suppliers?</li> </ul>	<ul style="list-style-type: none"> <li>How is the contract being managed?</li> <li>Are we happy with the supplier performance?</li> </ul>	<ul style="list-style-type: none"> <li>Are there any supplier issues to escalate?</li> <li>Are there any changes needed which were not picked up during due diligence?</li> </ul>	<ul style="list-style-type: none"> <li>Is handover to the Operations Category Team complete?</li> <li>Is there a Performance Management Plan?</li> </ul>
	Customer	<ul style="list-style-type: none"> <li>How will you improve customer experience?</li> <li>What customer problems will you solve?</li> </ul>	<ul style="list-style-type: none"> <li>How have customer requirements been reflected in the design?</li> </ul>	<ul style="list-style-type: none"> <li>Are the test user group appropriate for yielding enough testing insights?</li> </ul>	<ul style="list-style-type: none"> <li>Has the testing shown improved customer experience data?</li> </ul>	<ul style="list-style-type: none"> <li>How improvements in customer experience started to materialise?</li> </ul>
	Business Architecture	<ul style="list-style-type: none"> <li>How does the proposed design deliver the business case benefits?</li> <li>What is the vision for the service?</li> </ul>	<ul style="list-style-type: none"> <li>Does the design align to the TOM and DRA?</li> <li>Is the design End to End (CTCT, CTSC, National)?</li> </ul>	<ul style="list-style-type: none"> <li>How consistent is the test product with the initial design - are the implications of any changes?</li> </ul>	<ul style="list-style-type: none"> <li>How consistent is the final product with the initial design - are the implications of any changes?</li> </ul>	
	Data	<ul style="list-style-type: none"> <li>Has data guidance been developed &amp; agreed?</li> <li>Do we have the right business?</li> </ul>	<ul style="list-style-type: none"> <li>Will KPIs the drive right behaviours &amp; culture?</li> <li>Have you considered insight from data analytics?</li> </ul>	<ul style="list-style-type: none"> <li>Are delivery mechanisms for KPIs built?</li> <li>Are data management arrangements in place?</li> </ul>	<ul style="list-style-type: none"> <li>Is data set up for full-scale operation?</li> <li>Do KPIs and visualisations allow effective management of business?</li> </ul>	<ul style="list-style-type: none"> <li>How is the service performing in live ops?</li> <li>Have data management arrangements proven reliable?</li> </ul>
	Technology	<ul style="list-style-type: none"> <li>What is the technology required?</li> <li>Does the technology already exist?</li> </ul>	<ul style="list-style-type: none"> <li>Is the Technology solution clear? And approved by TDA?</li> <li>What is the impact on existing IT systems?</li> </ul>	<ul style="list-style-type: none"> <li>Is the Minimum Viable Product (MVP) ready?</li> <li>Support options assessed with DCD Ops?</li> </ul>	<ul style="list-style-type: none"> <li>Is the tech solution deployed into production?</li> <li>Has dependency on legacy tech been removed?</li> </ul>	<ul style="list-style-type: none"> <li>Has a technology handover been completed?</li> <li>What is the backlog that has been handed over to product enhancement?</li> </ul>
	Property	<ul style="list-style-type: none"> <li>Are there any significant property impacts?</li> </ul>	<ul style="list-style-type: none"> <li>What are the target hearing time reductions?</li> </ul>	<ul style="list-style-type: none"> <li>Have all the property changes been made to align with the End State TOM?</li> </ul>		<ul style="list-style-type: none"> <li>Have all the property changes been made?</li> </ul>
	People (Transition)	<ul style="list-style-type: none"> <li>What is the current 'as is' picture of staff, based on location, FTE, grade and service?</li> <li>What is the plan for engaging with unions?</li> </ul>	<ul style="list-style-type: none"> <li>What is the Organisational Design (roles, skills, management structures) to enable the TOM and benefit realisation?</li> </ul>	<ul style="list-style-type: none"> <li>Are we clear on the cultural impact on ways of working?</li> <li>What L&amp;D needs to be provided to staff?</li> </ul>	<ul style="list-style-type: none"> <li>Are all the Operational stakeholders bought in and ready for the change?</li> </ul>	<ul style="list-style-type: none"> <li>Has all project knowledge been successfully transferred to Operations?</li> </ul>
	Service Transition, Legacy & Ops	<ul style="list-style-type: none"> <li>Do you understand who your operational counterparts and ultimate owner is?</li> </ul>	<ul style="list-style-type: none"> <li>What is the high level transition strategy?</li> <li>What is the plan for legacy?</li> </ul>	<ul style="list-style-type: none"> <li>Has the testing success criteria been agreed?</li> <li>Are there any risks to operations to start to test / pilot?</li> </ul>	<ul style="list-style-type: none"> <li>What have we learnt from the test / pilot?</li> <li>Is operations / business change ready to accept new ways of working?</li> </ul>	<ul style="list-style-type: none"> <li>Is ops ready to run this without the project?</li> <li>Are the benefits on track?</li> </ul>
Internal (CTSC, CTCT, Enabling Projects) and External Dependencies (Judicial stakeholders, CPS, DWP etc.)						

\*For a list of suggested Stage Gate evidence documents and project management documents please see the detailed guidance

# Stage Gate 1(Ready to Design): PD Prompt Sheet



Decision maker:	Programme Board	Recommending body:	ICGC, DA	Escalation Point:	Portfolio Board	Typical Time in Step 1:	TBC
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**SG Questions:** Do we accept this formally as a project? Are scope and objectives clear and aligned to PBC5? Are we ready to move to Discovery? Are we set up to manage risks & issues proactively?

**Top Evidence Documents:** ☐ Strategic Benefits Profile ☐ PID (inc. Brief and Plan) ☐ Baselines ☐ Step1 Design Documents ☐ Stakeholder Plan (inc. DTUS)

## Finance & Benefits

- ☐ Is the project clear about its major benefit drivers?
- ☐ Can you quantify the (dis)benefits the project will deliver (Financial, Non-Financial?), and specify how they contribute to Reform?
- ☐ How will these benefits be delivered?
- ☐ What are the estimated project costs and are they included in PBC5?
- ☐ What are your underpinning assumptions?

### Suggested evidence

- Strategic Benefits Profile
- Strategic Benefits Map
- Input to central assumptions log

## Customer

- ☐ How will we reduce failure demand?
- ☐ How will the project improve customer experience?
- ☐ What customer problems are you trying to solve and what outcomes are you trying to achieve?
- ☐ Is the project following the Accessibility & Inclusion (A&I) Approach?

### Suggested evidence

- User Personas
- Customer Journey Maps
- Change Hypothesis
- A&I assessment
- Initial UI Evaluation

## Business Architecture

- ☐ What is the problem you are trying to solve, can you quantify it?
- ☐ How does the proposed design deliver the business case benefits?
- ☐ What is the vision for what the service will deliver, including customer outcomes?
- ☐ What are the constraints the design is working to (cost, process etc.)?

### Suggested evidence:

- Vision Statement
- Design Principles
- Design Assumptions
- Service on a page

## Data & MI

- ☐ Do we have the right baselines?
- ☐ Have data and information requirements been captured?
- ☐ Has data guidance been developed and agreed?
- ☐ Are MI & Evaluation requirements needed?
- ☐ Are data owners engaged and aware that data they own is to be used or the data set extended?

### Suggested evidence

- Baseline of current data
- MI & Evaluation Requirements
- Data Guidance Document
- Data Scope Document
- Draft KPIs & Evaluation Requirements

## Portfolio

- ☐ Is it clear how the project aligns to overall reform objectives and business case (Top 5 Control Documents)?
- ☐ Are you confident in your ability to mitigate your major Portfolio level risks and issues?
- ☐ When and how will the project pass through the 7 Steps Stage Gates?
- ☐ Are you part of a critical path and have you agreed your inbound and outbound dependencies across the Portfolio
- ☐ Are you clear about the Portfolio level assumptions and how they apply to you?
- ☐ What is your relative contribution to overall reform benefits?

## Commercial

- ☐ What is the rationale to buy vs. build?
- ☐ Has the procurement team been stood up?
- ☐ Is your procurement strategy clear?
- ☐ What are the requirements for the market? (e.g. roughly know size and shape of scrum team)
- ☐ How are they going to be bought?
- ☐ What are the timeframes?
- ☐ Are we ready to procure? commission (e.g. alpha scrum teams)

### Suggested evidence

- Commissioning Requirements
- Draft specification
- Procurement Strategy & Documentation

## Technology

- ☐ What is the technology required?
- ☐ Does the technology already exist (common component)?
- ☐ Which build-buy-reuse patterns look the most promising?
- ☐ How will it be delivered?
- ☐ Have security implications been assessed?

### Suggested evidence

- Initial UI Evaluation
- Digital Solution Vision
- Updated Digital Reference Architecture
- Initial Sizing and Plan, inc Dependencies/ Assumptions
- Security Requirements

## Property

- ☐ Are there any significant property impacts?

### Suggested evidence

- N/A

## People

- ☐ Have you considered all aspects of people impacts?
- ☐ What are the key people risks?
- ☐ What is the current 'as-is' picture of staff, based on location, FTE, grade and service?
- ☐ What staffing & management structure will be required to run future services?
- ☐ What is the plan for engaging with unions?

### Suggested evidence:

- As is people picture
- To be people picture
- DTUS and RTUS Engagement Plan
- High level change impact assessment

## Transition & Operations

- ☐ Have you understood the major transition/ operations challenges in this space?
- ☐ Do you understand who your operational counterparts and ultimate owners are?
- ☐ Do you know what the current operational performance is telling you?

### Suggested evidence

- Transition Principles

# Stage Gate 2 (Ready to Develop): PD Prompt Sheet



Decision maker:	Project & Programme Board	Recommending body:	TDA / Design Authority	Escalation Point:	Portfolio Board	Typical Time in Step 2:	TBC
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**SG Questions:** Does the preferred option (based on an approved end to end design) deliver the target benefits? Can the project start to develop the solution? Are the requirements for Alpha prototypes clear? Is the Scope for Private Beta agreed?

**Top Evidence Documents:** ☐ Outline Benefits Profile ☐ Step 2 Design Documents ☐ HL Transition Strategy including release plan ☐ Procurement Documentation

## Finance & Benefits

- ☐ Is the design affordable in terms of cost to deliver and end state running costs (e.g. Tactical Solution)?
- ☐ Have there been any changes to the benefits profile?
- ☐ How will benefits be delivered?
- ☐ How is the project managing its costs?
- ☐ Do you need to create a business case?
- ☐ Have your assumptions changed?

### Suggested evidence

- OBC\* / Input to OBC\*
- Outline Benefits Map & Profile
- Outline Benefits Realisation Plan
- Input to central assumptions log

## Customer

- ☐ How have customer requirements been reflected in the design?

### Suggested evidence

- TBC

## Business Architecture

- ☐ Does the design align to the TOM and DRA?
- ☐ Is the design end to end (CTRT, CTSC, National)?
- ☐ Are there any outstanding design questions that may delay build?
- ☐ What is the design dependant on that is not within your direct control?
- ☐ What is required to deliver the design in terms of OMF lenses?

### Suggested evidence:

- Service Blueprint
- TOM L2 Capability Model
- Level 3 Process Mapping
- Design Dependencies (OMF)

## Data & MI

- ☐ Is the MI going to provide the right information for leaders to make decisions?
- ☐ Are the KPIs going to drive the right behaviour and culture?
- ☐ Have you considered insight you could gain through Data Analytics?
- ☐ Has data guidance been followed? (e.g. Standards, Reference data, handling rules)
- ☐ Have privacy implications been assessed?

### Suggested evidence

- Updated Baselines
- Service Performance Framework
- Data Architecture Design
- Business Information Catalogue
- Data Privacy Impact Assessment

## Portfolio

- ☐ To what extent does the preferred design option align to the TOM, Organisational Design and Digital Architecture?
- ☐ Do project and overall Reform benefits change as a result of it?
- ☐ Do any changes have to be fed into any of the Top 5 control documents or central assumptions log? If so, what is the impact?
- ☐ Are you confident in your ability to mitigate your major Portfolio level risks and issues?
- ☐ How have you proactively managed interdependencies between critical paths?

## Commercial

- ☐ Do we have an evaluation team and project support ready to support the procurement plan?
- ☐ Do we have a good view of the risk allocation and pricing mechanisms?
- ☐ Is procurement governance (e.g. OJEU) time built into the project plans?
- ☐ Are the project ready for supplier initiation and on-boarding? (e.g. Alpha Scrum team)
- ☐ Is there a data migration strategy needed for the new supplier?

### Suggested evidence

- Contract

## Technology

- ☐ Are the design and data requirements clear enough to progress technology build?
- ☐ Is the Technology solution clear on application, data, integration, and security aspects? And approved by TDA?
- ☐ Do we know how much it costs and how long it takes to delivery points?
- ☐ Is MVP scope clear and backlog prioritised?
- ☐ What is the impact on existing IT systems?

### Suggested evidence

- Initial Solution Approach
- High level design (inc evidence of re-use)
- Mapping of DRA to L3 Processes
- Test Strategy and Plan

## Property

- ☐ What are the Assumed Hearing Time Reductions?

### Suggested evidence:

- Assumed Hearing Time Reductions

- Digital Capability Design and Impact Assessment
- Build costs and plan (aligned to PI planning)
- Security architecture

## People & Org

- ☐ What is the Organisational Design (roles, skills, management structures) to enable the TOM and benefit realisation?
- ☐ How is the project progressing with DTUS Engagement?

### Suggested evidence

- Organisational Design
- People and Location Transition Roadmap
- DTUS and RTUS Engagement Plan

## Transition & Operations

- ☐ What are the changes to people in different locations and how will this be managed?
- ☐ How are we going to work with business change resource across the country?
- ☐ What is the high level transition strategy?
- ☐ What is the scope for Private Beta?
- ☐ How will we communicate change to operations?

### Suggested evidence

- Change Impact Assessment
- High Level Transition Strategy

# Stage Gate 3 (Ready to Test): PD Prompt Sheet



Decision maker:	Project & Programme Board	Recommending body:	TDA / Design Authority	Escalation Point:	Portfolio Board	Typical Time in Step 3:	TBC
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**SG Questions:** *Can the project safely start to pilot? Are we ready to test with a limited number of users (private beta)? Is the scope for public beta agreed? Can we measure success?*

**Top Evidence Documents:** ☐ Full Benefits Profile ☐ Step 3 Design ☐ Test Strategy & Plan ☐ Public Beta Scope Board Paper ☐ HL release and legacy plan

## Finance & Benefits

- ☐ Is there any opportunities to minimise cost of testing by working with other projects?
- ☐ Have there been any changes made to the benefits profile?
- ☐ How will benefits be delivered?
- ☐ How is the project managing its costs?
- ☐ Have your assumptions changed?

### Suggested evidence

- FBC\* / Input to FBC
- Full Benefits Profile
- Full Benefits Map
- Full Benefits Realisation Plan
- Input to central assumptions log

## Customer

- ☐ Are the test user group appropriate for yielding enough testing insights?

### Suggested evidence

- TBC

## Business Architecture

- ☐ What are the lessons learnt from completing the design?
- ☐ How can future design activities be improved?
- ☐ How consistent is the test product with the initial design – what are the implications of any changes?
- ☐ What are the steps needed to be taken to manage any deviation? (e.g. adjustment to benefits, ES TOM changes, People Impacts)

### Suggested evidence:

- Service focussed lessons learnt report
- TBA

## Data & MI

- ☐ Are delivery mechanisms for KPIs built?
- ☐ Are data management arrangements in place? (Owners, Ref. Data controls, etc.)
- ☐ Is the system seeded with authoritative and appropriate reference data?
- ☐ Are divergences from the data model spec. explained and documented?

### Suggested evidence

- EPF metric / dashboard designs
- Data management model and approach (linked to Job Architecture)
- Data take-on / migration design

## Portfolio

- ☐ Do any changes have to be fed into any of the Top 5 control documents or central assumptions log?
- ☐ Are you confident in your ability to mitigate your major Portfolio level risks and issues?
- ☐ How do you proactively manage interdependencies, I
- ☐ Is your project transition plan/ service release strategy aligned to the Portfolio Transition strategy?
- ☐ Have opportunities to test with other projects and programmes been explored?

## Commercial

- ☐ How is the contract being managed?
- ☐ Are we happy with the supplier performance?
- ☐ Are there any supplier issues that need to be escalated?
- ☐ Are there any changes needed which were not picked up during due diligence?

### Suggested evidence

- Contract Management Plan

## Technology

- ☐ Is the Minimum Viable Product (MVP) ready?
- ☐ Does the build closely match HLD & LLD?
- ☐ Have TDA Approved / Architecture changes?
- ☐ Support options assessed with DCD Ops?
- ☐ Is IT support for Beta Test in Place?

### Suggested evidence

- Minimum Viable Product (MVP)
- Low level design for first of type testing
- Environment Strategy and Plan
- High level design for national roll out
- Service support model
- Backlog prioritised and sized (cost/time)
- Code review records
- QA Exit Reports
- SIRO Submission

## Property

- ☐ Have all the property changes been made to align with the End State TOM?
- ☐ Are there any significant property impacts?

### Suggested evidence

- TBC

## People & Org

- ☐ Are we clear on the cultural impact on ways of working?
- ☐ What L&D needs to be provided to staff in CTRT/ CTSC to use new ways of working?
- ☐ How and when should L&D products be delivered to meet needs of audience?
- ☐ How is the project progressing with DTUS Engagement?

### Suggested evidence

- Learning Requirements
- L&D Plan
- DTUS and RTUS Engagement Plan

## Transition & Operations

- ☐ Have the success criteria for testing been agreed by all stakeholders?
- ☐ Are operations / business change ready for testing?
- ☐ Are there any residual risks to operations?
- ☐ What is the plan for legacy? (step 3/4)
- ☐ What is the cope for Public Beta?

### Suggested evidence

- Test Strategy and plan
- Service Release plan
- Legacy Management Plan
- Business Readiness Dashboard (Pilots)
- Business Change Plan

# Stage Gate 4 (Ready to roll-out): PD Prompt Sheet



Decision maker:	Project, Programme & Transition Board	Recommending body:	Design Authority / DSG	Escalation Point:	Portfolio Board	Typical Time in Step 4:	TBC
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**SG Questions:** Are the results of the pilot / test positive? Is the Public Beta release ready? Is the business ready to accept change at scale? Is the release & transition plan agreed?

**Top Evidence Documents:** ☐ Full Benefits Profile ☐ Results from test / pilot ☐ AIS Agreement ☐ Business readiness dashboard ☐ Release and legacy plan

## Finance & Benefits

- ☐ Are there any opportunities to deliver roll out in a more cost effective manner?
- ☐ Have there been any changes made to the benefits profile?
- ☐ How will benefits be delivered?
- ☐ How is the project managing its costs?
- ☐ Have your assumptions changed?

### Suggested evidence

- Full Benefits Profile
- Full Benefits Map
- Full Benefits Realisation Plan
- Input to central assumptions log

## Customer

- ☐ Has the testing shown improved customer experience data?
- ☐ Have we got a method for driving continuous improvement in customer experience?
- ☐ Does the solution meet the user needs?

### Suggested evidence

- TBC

## Business Architecture

- ☐ How consistent is the final product with the initial design – what are the implications of any changes?
- ☐ What are the steps needed to be taken to manage any deviation (e.g. adjustment to benefits, ES TOM changes, People Impacts, or Change Management Activities)

### Suggested evidence:

- TBC

## Data & MI

- ☐ Are data quality, archiving and retention arrangements in place?
- ☐ Are data privacy controls in place?
- ☐ Is data set up for full-scale operation?
- ☐ Do KPIs and visualisations allow effective management of business?

### Suggested evidence

- Data Privacy Impact Assessment
- Data migration design (updated)
- Data migration test results
- Testing Completion & Defect Report
- Revised EPF/dashboard designs

## Portfolio

- ☐ Do any changes have to be fed into any of the Top 5 control documents or central assumptions log?
- ☐ Has the impact of commencing roll out on other projects been understood, are you able to mitigate any risks and issues?
- ☐ How do you proactively manage interdependencies, is your project transition plan aligned to the Portfolio Transition strategy?
- ☐ Are you confident in your ability to roll out with the support of key dependents (e.g. CTRT, CTSC etc)
- ☐ Is extra governance required for additional major releases?

## Commercial

- ☐ How is the contract being managed?
- ☐ Are we happy with the supplier performance?
- ☐ Are there any supplier issues that need to be escalated?
- ☐ Are there any changes needed which were not picked up during due diligence?

### Suggested evidence

- Contract Management Plan

## Technology

- ☐ Is the Technology solution deployed into production?
- ☐ Has dependency on legacy tech been removed?
- ☐ Are AIS (Acceptance into Support) criteria agreed with DCD and Ops and ready to be tested during Public Beta?
- ☐ Is capacity and sizing for national roll out considered and provisioned?

### Suggested evidence

- Detailed design for Public Beta
- Updated backlog (size and cost)
- SIRO submission
- Testing Completion & Defect Report

## Property

- ☐ Does the plan for national roll out have any impact on property closures?

### Suggested evidence

- TBC

## People & Org

- ☐ Are all the Operational stakeholders bought in and ready for the change?
- ☐ How is the project progressing with DTUS Engagement?

### Suggested evidence

- DTUS and RTUS Engagement Plan

## Transition & Operations

- ☐ What have we learnt from the test/pilot?
- ☐ Is operations / business change ready to accept new ways of working?
- ☐ Do we have a plan for winding down legacy operations in line with benefits?
- ☐ Are all the accountable parties across the Ops business units (CTSC, National Tier, CTRT Regions) feel confident to deliver in Ops?

### Suggested evidence

- Release plan
- Testing Lessons Learnt Report
- Business Readiness Dashboard (Nat.)
- Go/No go Board Papers



# Stage Gate 5 (Ready to Complete): PD Prompt Sheet



Decision maker:	Project & Programme Board	Recommending body:	Transition Board / DSG	Escalation Point:	Portfolio Board	Typical Time in Step 5:	TBC
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**SG Questions:** *Is handover to Operations complete? Have the changes stabilised and are benefits being realised? Can the project be closed?*

**Top Evidence Documents:** ☐ Final Benefits Profile ☐ Lessons learnt ☐ Benefits & Performance Dashboard ☐ Handover Document ☐ Project Closure Report

## Finance & Benefits

- ☐ Who is accountable for benefits realisation after project closure?
- ☐ What are the turnout benefit and cost figures?
- ☐ How will any variation in figures be managed going forward?
- ☐ Were the projects assumptions accurate?

### Suggested evidence

- Final Benefits Profile
- Final Benefits Map
- Final Benefits Realisation Plan
- Inputs to central assumptions log

## Customer

- ☐ Have improvements in customer experience started to materialise?
- ☐ What is the user research telling us?

### Suggested evidence

- TBC

## Business Architecture

- ☐ How did the project deliver against its scope, does DA need to amend the TOM to manage scope change?

### Suggested evidence

- N/A

## Data & MI

- ☐ How is the service performing in live operations?
- ☐ Have data mgmt. arrangements (quality, archiving, retention) proven reliable?
- ☐ Has the SRO accepted the data migration & reconciliation?

### Suggested evidence

- Data migration & reconciliation report
- Logs / summary outcomes from execution of initial archiving and retention management processes
- Finalised data management model and Job Architecture)

## Portfolio

- ☐ How did the project perform against time budget, scope etc and how does this impact benefits assumptions?
- ☐ Has accountability for benefits realisation been handed over to Ops, Tech, Finance?
- ☐ Are there any outstanding actions and who is taking them forward?
- ☐ What are the future plans for Operations?
- ☐ What are the any lessons learnt for this project?

## Commercial

- ☐ Is handover to the Operations Category Team complete?
- ☐ Is there a Performance Management Plan?

### Suggested evidence

- Handover to BAU Category Team
- Contract Management Plan
- Performance Management Plan

## Technology

- ☐ Has a technology handover been completed?
- ☐ What is the backlog that has been handed over to product enhancement? And when will it be delivered?
- ☐ Are residual technology risks accepted by the SRO?
- ☐ Have agreed AIS criteria been met during Public Beta?

### Suggested evidence

- Technology Risk Assessment
- AIS Checklist results

## Property

- ☐ Have all the property changes been made?

### Suggested evidence

- TBC

## People & Org

- ☐ Has all project knowledge been successfully transferred to Operations?
- ☐ How is the project progressing with DTUS Engagement?

### Suggested evidence

- Knowledge Transfer / TBC
- DTUS and RTUS Engagement Plan

## Transition & Operations

- ☐ Is operations ready to run this without the project?
- ☐ Are the benefits on track?

### Suggested evidence

- Operational Handover Document
- Early Indicators and Performance Dashboard
- Benefits and Performance Dashboard

# Why do I use the 7 Steps?

Everyone in Reform can benefit from using the 7 Steps:

“To manage the Reform portfolio of work more easily”



**Change Director**

“To support the Change Director to manage the portfolio”



**Portfolio Delivery Team**

“To assure that my programme meets its objectives and realises expected benefits”



**Programme SRO**

“To support me asking the right questions at Programme Board”



**Programme Board Member**

“To facilitate decision making at the Board and to communicate to my team what is expected”



**Programme Director**

“To help me monitor progress and identify risks and issues early”



**Programme Manager**

“To help to write plans, report progress and check dependencies”



**PMO Lead**

“To plan my work and engage with other areas of the portfolio”







**Project Manager**







# What is expected of me for the 7 Steps?

Everyone in Reform has a role to play to ensure the 7 Steps are a success that benefit the Portfolio:

Role	I embed the 7 Steps by...	I do this by...
<b>Change Director</b> 	<p>'I am the <b>owner</b> of the 7 Steps Framework'</p> <p>"I work with <b>SROs to embed the 7 Steps</b> in Programmes and projects"</p> <p>"I <b>hold Programme and Project Teams to account</b> for ensuring all the right evidence and information is shared with PDT and Governance and Assurance"</p>	<ul style="list-style-type: none"> <li>• Visibly championing the 7 Steps through endorsing the comms plan, challenging "this does not apply to me" attitudes and sharing good practice</li> <li>• Working with SROs to embed the 7 Steps</li> <li>• Providing PDT with the mandate to sustain the 7 Steps</li> <li>• Providing PDT with the mandate to ask challenging questions at Programme Boards</li> </ul>
<b>Portfolio Delivery Team</b> 	<p>"Using the 7 Steps to underpin all our <b>mechanisms and tools</b> for managing the portfolio"</p>	<ul style="list-style-type: none"> <li>• Ensuring the sustainability of the 7 Steps and allocating resources to it (see Slide X)</li> <li>• Ensuring all plans are aligned with Stage Gates and reporting is aligned to the 7 Steps</li> <li>• Providing suitable reminders, guidance and comms on the 7 Steps</li> <li>• Providing targeted support to certain projects</li> <li>• Asking the right challenge questions at Programme Boards</li> <li>• Maintaining a "forward view" of Stage Gates across the Portfolio</li> <li>• Refreshing and maintaining latest guidance and documents</li> <li>• Ensuring that cross-cutting risks and issues identified by the 7 Steps are allocated and resolved</li> </ul>
<b>Programme SRO</b> 	<p>"<b>Championing</b> the 7 Steps with the Change Director"</p> <p>"<b>Holding to account</b> my Programme Directors for the application of the 7 Steps"</p> <p>"<b>Making the stage gate decisions</b> with the support of my Programme Board"</p>	<ul style="list-style-type: none"> <li>• Setting expectations with my Programme Directors and Programme Board members</li> <li>• Withholding approval if a project has not provided sufficient evidence to proceed</li> <li>• Encouraging constructive conversations at Programme Board</li> <li>• Asking for the right evidence and inputs to enable decision making and checking all relevant parties have approved elements of a decision (e.g. Finance, Commercial etc)</li> <li>• Working with PDT to continuously improve the guidance and process (e.g. debriefs / access)</li> </ul>
<b>Programme Board Member</b> 	<p>"I ensure that the 7 Steps are used to drive productive <b>conversations and informed decision making</b> at Programme Boards (PBs)"</p>	<ul style="list-style-type: none"> <li>• Using the 7 Steps to ask the right challenge questions at PBs</li> <li>• Assuring the SRO that the information provided by my relevant area of specialism is accurate and complete enough to make a decision</li> </ul>

# What is expected of me for the 7 Steps?

Everyone in Reform has a role to play to ensure the 7 Steps are a success that benefit the Portfolio:

Role	I embed the 7 Steps by...	I do this by...
<b>Programme Director</b> 	"Taking responsibility for embedding the 7 Steps in my projects"	<ul style="list-style-type: none"> <li>• Briefing my teams and ensuring that they know what it required of them – i.e. allocating responsibility for carrying out the work across all "swimlanes"</li> <li>• Checking that reporting across all the projects is accurate</li> <li>• Reviewing Programme Board Papers to ensure that the right inputs are in place to make a Stage Gate decision</li> <li>• Consulting with all the relevant Programme Directors and other parties to ensure they are aware and comfortable about Stage Gate Decisions</li> </ul>
<b>Programme Manager</b> 	"I keep a <b>track of all the Stage Gate Decisions</b> that are running across my projects"	<ul style="list-style-type: none"> <li>• Checking that all Board Papers have been input into by relevant parties and are of appropriate quality</li> <li>• Ensuring Stage Gate decisions are written into the project plans submitted to PDT</li> <li>• Working collaboratively with GRAC and PDT if targeted support is required for a Stage Gate</li> </ul>
<b>PMO Lead</b> 	"I ensure that all <b>reporting</b> is accurate against the 7 Steps" "I ensure all evidencing documents are <b>delivered on time</b> " "I <b>plan</b> my project in line with the seven steps framework"	<ul style="list-style-type: none"> <li>• Writing Stage Gates into all project plans and communicating these with PDT</li> <li>• Owning the 7-Step reporting in line with PDT requests</li> <li>• Supporting the production of Stage Gate documents</li> </ul>
<b>Project Manager</b> 	"I <b>speak to all the relevant teams and prepare the project for Stage Gate decision</b> " "I ensure all the Stage gate decisions are sent to PDT"	<ul style="list-style-type: none"> <li>• Using the 7 Steps to manage my project in line with its objectives</li> <li>• Proactively managing risks, issues, dependencies and identifying paths to resolution</li> <li>• Creating the correct evidencing documents to support Stage Gate decision making</li> <li>• Using the latest guidance and documentation as stored on the intranet</li> </ul>

# What is required to ensure sustainability?







The following mechanisms are required to embed and sustain the 7 Steps across Reform. What this looks like in the short and longer term is outlined on the next slide.



*Fig 2. Sustainability mechanisms of the 7 Steps*

# Forward look to ensure sustainability

## How to sustain the 7 Steps across the Portfolio into the future

Requirement	Key Products	In 4 months time (End of July)	What good looks like after 6 to 12 months
 Relentless comms	<ul style="list-style-type: none"> <li>Team "script"</li> <li>Newsletter / Poster</li> <li>FtF internal / external</li> <li>Use of advocates</li> </ul>	<p><b>"Everyone knows and is starting to use it"</b></p> <ul style="list-style-type: none"> <li>Comms &amp; Engagement Plan across multiple channels so that:               <ul style="list-style-type: none"> <li>Everyone knows about the 7 steps - from PM to SROs</li> <li>Everyone is clear about the Stage Gates and how they apply</li> <li>Understand what it means for Integration for CTSC &amp; CTRT</li> <li>Everyone knows who in PDT they can contact about 7 Steps</li> </ul> </li> </ul>	<p><b>"Everyone sees the benefits of it being embedded"</b></p> <ul style="list-style-type: none"> <li>Comms &amp; engagement plan delivered</li> <li>PDT uses a standard internal script for stakeholders &amp; advocates to deliver verbal updates</li> <li>7 Steps are included in development days materials and CEO Reform update</li> </ul>
 Hands-on support	<ul style="list-style-type: none"> <li>"Making it real" meetings</li> <li>Critical path meetings</li> <li>Targeted Support</li> </ul>	<ul style="list-style-type: none"> <li>Run joint G&amp;A/PDT "Making it real" meetings with Prog. Managers (identifying areas that need targeted support)</li> <li>Run a debrief of how projects travel through the different Stage Gates (e.g. Family Public Law &amp; Immigration and Asylum)</li> <li>Align to critical path workshops</li> </ul>	<ul style="list-style-type: none"> <li>To have completed 5 x Case studies of Projects passing through each Stage Gate (e.g. Probate, CTRT)</li> </ul>
 Programme Board uptake	<ul style="list-style-type: none"> <li>PDT Representation</li> <li>Launch prompt sheet</li> <li>Debriefs</li> <li>Critical friends</li> </ul>	<ul style="list-style-type: none"> <li>Run critical friend engagement on 7 Steps</li> <li>Programme Board ToR are more explicit on roles of members</li> <li>Attend 3x PBs with right representation</li> <li>Forward view of Stage Gates at all Programme Boards</li> </ul>	<ul style="list-style-type: none"> <li>Critical friends are asking challenging questions before and during programme boards - leading to serious issues being resolved prior to the meeting</li> <li>Lessons learnt are captured post every Programme board</li> <li>Boards have the correct attendance and quorate for making decisions</li> </ul>
 Hard-wire into Reform	<ul style="list-style-type: none"> <li>Planning / Reporting</li> <li>Meeting Agendas</li> <li>Induction</li> <li>Evaluation</li> <li>Issue resolution</li> </ul>	<ul style="list-style-type: none"> <li>Establish a baseline forward view of Stage Gates across the Portfolio</li> <li>Build into existing reporting on Stage Gate Progress (PPP)</li> <li>Meeting agendas (e.g. DA, TB etc) is driven by Stage Gates</li> <li>Include in Reform onboarding / Induction materials for civil servants and contractors</li> <li>Design process to identify, allocate and resolve cross-cutting issues</li> </ul>	<ul style="list-style-type: none"> <li>Governance &amp; Assurance perform a review on 7 Steps adoption</li> <li>There is a clear line of reporting and assurance review process in place</li> <li>Risks are being surfaced prior to boards</li> <li>Time spent in each Stage Gate is appropriately monitored</li> </ul>
 Knowledge Mgmt	<ul style="list-style-type: none"> <li>Guidance</li> <li>Evidence docs examples (G&amp;A)</li> </ul>	<ul style="list-style-type: none"> <li>Latest guidance stored and maintained on the intranet</li> <li>Monthly refresh or update of guidance</li> <li>Allocated owner for Knowledge Management within PDT</li> <li>Visual A3 distributed across all Reform Office Locations</li> </ul>	<ul style="list-style-type: none"> <li>Projects and programmes know where to find the right guidance and documents</li> <li>Templates and best practice is stored and regularly maintained online (Governance and Assurance)</li> </ul>
 Continuous improvement	<ul style="list-style-type: none"> <li>Tech implementation</li> <li>Business change &amp; Transition</li> <li>SPOC Identification</li> <li>Governance updates</li> <li>Duration</li> </ul>	<ul style="list-style-type: none"> <li>To align with the new technology restructure</li> <li>Agree how to embed into other Project and PDT processes (e.g. dependencies, change requests)</li> <li>To holistically understand the role of business change, testing and transition in the 7 Steps</li> <li>To develop an estimated duration against each step</li> </ul>	<ul style="list-style-type: none"> <li>There is a clear process for how the 7 Steps feed into all other PDT activities (e.g. Risk and Issue Management and Intervention work)</li> <li>Materials which are needed from projects e.g. dependencies log, milestone log, etc. are clearly embedded in the 7 Steps guidance</li> </ul>

# People who can help

If you have any questions about the 7 Steps or other areas, the Points of Contact below will be able to answer any questions:

## Portfolio Delivery Team



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# Thank you to our contributors

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2	Commercial	Lee Taylor, Melanie Evans
3	Design	Tom Matley, Mark Buttanshaw, David Shearn
4	PaCT	Dee Coleman
5	Transition	Brian Collier, Callum Chaplain, Charlotte Hayes
6	Tech & Data	Fiona Moore, David Calvert, Xerses Hodiola, Tony Colby, Lucy Glover, Paul Lindsey
7	Customer	Lauren Van Staden, Sophia Attafuah
8	Property	Joe Gilonis, Vicky McCall
10	Crime	Gemma Hewings, Lisa Symes, Alex Case
11	CFT	Sue Lees
12	Probate	Mark Buckmaster
13	CTRT	Lesley Wilby, David Hamlin
14	S&L	Audrey Philbrooks

#	SROs / PDs
15	Marie-Claire Uhart
16	Kevin Sadler
17	Jonathan Wood
18	Tim Britten
19	Richard Goodman
20	Guy Tompkins
21	Jason Latham

#	Forums
	2 x Portfolio Implementation Forum 1 x Portfolio Resolver Group 1 x Programme Managers Meeting