Readiness for service

Gate
4

Acknowledgement

Overview of Gate 4: Readiness for service

About this workbook

This workbook supports Gate 4: Readiness for service.

This review investigates the organisation's readiness to make the transition from the specification/solution to implementation and, where appropriate, it will assess the capabilities of delivery partners and service providers.

The review also confirms that ownership of the project is clearly identified after handover to operational services.

Purpose of Gate 4: Readiness for service

- Check that the current phase of the contract is properly completed.

- Ensure that the contractual arrangements are up-to-date.

- Check that the final business case is still valid and unaffected by internal and external events or changes.

- Check that the original projected business benefit is likely to be achieved.

- Ensure that there are processes and procedures to ensure long-term success of the project.

- Confirm that all necessary testing is done (e.g. commissioning of buildings, business integration and user acceptance testing) to the client's satisfaction and that the client is ready to approve implementation.

- Check that there are feasible and tested business contingency, continuity and reversion arrangements.

- Ensure that all ongoing risks and issues are being managed effectively and do not threaten implementation.

- Evaluate the risk of proceeding with the implementation where there are any unresolved issues.

- Confirm the business has the necessary resources and that it is ready to implement the services and the business change.

- Confirm that the client and supplier implementation plans are still achievable.

- Confirm that there are management and organisational controls to manage the project through implementation and operation.

- Confirm that contract management arrangements are in place to manage the operational phase of the contract.

- Confirm that arrangements are in place for handover of the project from the project owner to the operational business owner.

- Confirm that all parties have agreed plans for training, communication, roll out, production, release and support as required.

- Confirm that all parties have agreed plans for managing risk.

- Confirm plans are in place for managing working relationships with clients, with reporting arrangements at appropriate levels in the organisation, reciprocated on the supplier side.

- Confirm information assurance accreditation or certification.

- Confirm that defects or incomplete works are identified and recorded.

- Check that lessons for future projects are identified and recorded.

- Evaluate actions taken to implement recommendations made in any earlier assessment of deliverability.

Readiness for service

Gate 3: Contract award covered the activity up to contract signature or agreement to place work with an existing supplier or partner.

Gate 4: Readiness for service focuses on whether the solution is robust before the implementation, how ready the organisation is to implement the business changes that occurs before and after delivery, the contract management arrangements that are in place or being arranged and whether there is a basis for evaluating ongoing performance.

For Public Private Partnerships (PPP) or strategic partnership contracts it is particularly important to ensure that the project is well prepared for the contract management phase. This would mean that a governance structure is being developed for the operational phase of the project together with adequate budgets, appropriately skilled staff from the client and provider, plus appropriate accommodation for the service management team.

For construction projects, typically this review takes place after the project has been approved as ready for use. Commissioning will have taken place, although this will not be completed until after occupation as systems are re-balanced to take account of the effect of occupancy.

For ICT-enabled projects, this review takes place after all testing, including business integration and business assurance testing, has been completed and before rollout or release into production.

Review guidance

This section contains key topics that are commonly considered when undertaking a Gate 4: Readiness for service review. Because each project is unique, it should be used as a guide to the range of appropriate topics and evidence, not a complete checklist of mandatory items.

Review teams are expected to use their own expertise in determining which topics are the most relevant for the project being reviewed. Consideration should also be given to whether additional or different issues need to be addressed and evidence sought.

1. Business case and stakeholders

	Areas to probe	Evidence expected
1.1	Is the project still required?	• approval of changes to requirement defined at Gate 3: Contract award, which remain within the scope of the original tender documentation • communications with stakeholders • project board endorsement of: – updated business case and benefits plan – evidenced reviews of the solution against the requirement – reconciliation of current government and organisational objectives with those defined at Gate 3: Contract award – plans for modular or incremental implementation, where required.
1.2	Does the project meet the business need?	• confirmation that the operational service or facility (or partnering contract, where applicable) is approved by stakeholders.
1.3	Is the business case still valid?	• updated project plan (and program plan if appropriate) and business case justifying implementation: – meeting business need – likely to deliver value for money – affordable – achievable, with implementation broken down into modules/ increments where appropriate.
1.4	Are there any changes between award of contract and completing transition or testing that affect plans for business change?	• change management documentation for: – impact analysis – products, design or operational changes – justified and approved changes • updated business case and benefit plan for the business change • updated processes, procedures and activities.
1.5	Is the organisation ready for business change?	• agreed plans for business preparation, transition and operational phases and, where appropriate, readiness of ICT and/or new facilities • communications plan documented • staff trained and informed • a clearly defined service management function in place • analysis of potential variations or innovations.
1.6	Can the organisation implement the new services and maintain existing services?	• resource plan documented, showing: – capacity and capability – resources available to meet commitments.

	Areas to probe	Evidence expected
1.7	Are there resources available with, where required, the appropriate skills and experience?	• internal and external commitment to provide the resources required • job descriptions for key project staff • skills appraisal and plans for addressing any shortfalls documented • key project roles allocated appropriately between internal staff and consultants or contractors.

2. Risk management

	Areas to probe	Evidence expected
2.1	Have the risks and issues identified at contract award phase been resolved?	• risks satisfactorily resolved with no outstanding issues.
2.2	Are risks and issues associated with the implementation phase being properly identified and managed?	• risks satisfactorily resolved with no outstanding issues • remaining risks associated with commissioning and service delivery only • risks fully quantified with appropriate risk management plans in place.

2.3	If there are unresolved issues, what are the risks of implementing rather than delaying?	• project risk management strategy in place, developed in line with best practice
		• assessment of all remaining issues and risks, with responsibility for management of residual risks clearly defined
		• evaluation report documented regarding the risk and impact of cancelling, delaying or proceeding with implementation that considers:
		  – the project outcome and wider program of change
		  – benefits realisation
		  – consequences for supplier, client, business, stakeholders and users
		  – other factors such as financial outcome, political issues and delivery
		• options and management plans for all scenarios and a recommendation based on sensitivity analysis
		• project board has ratified the recommendation to delay or proceed with implementation.

3. Review of current phase

	Areas to probe	Evidence expected
3.1	Does the total service or facility meet the acceptance criteria?	• justification and authorisation of any changes to original specification • analysis of as built or products to show how the solution complies with acceptance criteria.
3.2	Is the project under control? Is it running according to plan and budget?	• reconciliations of cost with budget and actual schedule with planned schedule • updated risk register and issue log • status reports documented for communication and external relations activities • reports on environmental performance documented, where applicable • compliance with relevant statutory requirements (e.g. health and safety and data protection) • contractual issues resolved and recorded • for ICT-enabled projects, evidence of compliance with relevant security standards such as information assurance and interoperability.
3.3	Have all the stakeholder issues been addressed?	• progress reports completed and circulated as part of the communication plan for stakeholder information.
3.4	Have all new system, service and business process testing and commissioning, acceptance and transition procedures been completed?	• commissioning or test plans, results and analysis of products against acceptance criteria documented • commissioning or test results that conform to the pre-defined criteria • ratified test reports and logs • commissioning or testing team with relevant skills and experience established • confirmed end-to-end testing, including changed or new business processes • testing takes into account future modules or deliverables • missing or incomplete items and agreed corrective action documented.
3.5	Have all parties accepted the commissioning or test results and any action plans required?	• plans and procedures produced by supplier and client.

	Areas to probe	Evidence expected
3.6	Are there workable and tested business contingency, continuity and reversion plans for roll out, implementation and operation?	• fully documented and timetabled decision paths for key aspects (e.g. go/no go decisions on roll out) with decision makers clearly identified and informed • where appropriate, plans cover ICT components as well as the business • endorsement by project board and supplier • listed roles and responsibilities, resources allocated and staff trained • commissioning or testing represented expected scenario(s) • plans for transition to new ways of working documented, where applicable • plans for handover to facilities management documented, where applicable • training plans and relevant supporting material documented, if required • plans for a user support helpdesk documented, where applicable.
3.7	Have the supplier and all internal and external parties agreed on plans? For example: • management of change • migration and data transfer • client and supplier implementation • roll out	• all required plans included in contract • all parties, or their representatives, are aware of and have agreed their responsibilities • where relevant, partnering agreement in place or planned • shared understanding of the change control process established.
3.8	Have any changes to the contract been previously forecast, accurately recorded and approved?	• contractual basis for manage and operate contract reviewed and agreed • contract documentation created with appropriate authority for all changes since award, including rationale for change.
3.9	Is the organisation ready to manage the contract in the operational environment?	• current degree of involvement of the future operational contract management team identified • handover arrangements made regarding knowledge and learning between provision of assets (where required) and contract management teams • identification of the members of the project team who will be available to the contract management team over the first year of operation • identification of any issues related to defects in the finished product expected and, if so, how these will be dealt with.

4. Readiness for next phase – Benefits realisation

	Areas to probe	Evidence expected

4.1	Are all project elements ready for service?	• updated schedules
		• health and safety file
		• handover certificates
		• test and commissioning data
		• plans for transition are in place
		• plans for operate contract or service phase available
		• contingency plan in place, if required
		• technical documentation available, including:
		  – delivered drawings
		  – operating manuals
		  – instructions
		  – information assurance documentation.

4.2	Is ownership after handover clearly understood?	• project owner has identified the business owner for the operational service, where applicable • project owner has identified and agreed the critical success factors with the business owner • handover responsibilities and arrangements documented and agreed by both parties.
4.3	Is the client ready to adopt new ways of working, where applicable?	• new business processes have been thoroughly worked out, tested and are ready to go live • information and support are available (e.g. customer information at call centres) • where applicable, members of the public as end users are aware of the new service and can find out more if desired.
4.4	Is the long-term contract management process in place?	• detailed plans, roles, responsibilities, governance structure (including any escalation process) and organisation in place for client and supplier, with reporting arrangements at appropriate levels • identification of the operational business owner if different from the project owner • appropriate number of suitably qualified staff appointed by client and supplier, with continuity planned skills appraisal and plans for addressing any shortfalls • staff managing the contract are trained for and aware of their contract management role and they are familiar with the contract aims and purpose • plans for managing service delivery, changes to the contract and relationship with supplier in place.
4.5	Is there a process to manage and measure performance?	• performance management plans in place • performance enhancement process agreed with service provider and documented in contract before award • means of measuring performance agreed with service provider and partners.

	Areas to probe	Evidence expected
4.6	Is there a process to manage and measure benefits?	• benefits management plans in place, linked to program outcomes where applicable • means of measuring benefits agreed with service provider and partners • for collaborative projects, all parties understand and agree their responsibilities and arrangements for benefits realisation.
4.7	Have ongoing operation and maintenance been considered in detail?	• issues and ongoing costs relating to maintenance (of buildings and/or IT infrastructure and applications as appropriate) monitored against expectations and addressed.
4.8	Is there a process for ongoing post implementation reviews?	• plan for post implementation reviews endorsed by supplier and internal and external parties.

Project information required for Gate 4: Readiness for service

The areas of investigation together with examples of evidence relevant to the areas of investigation should be available before the Gateway review commences.

The information is likely to be found in the documents suggested below, but may be located in other program or project documents or elsewhere in the agency's documentation system. These documents include:

- an updated requirements definition with any changes agreed during the period up to Gate 4: Readiness for service

- updated final business case and plans for benefits realisation that reflect the effect of any requirements changes, and the plans for service delivery

- close-out (if the project ends at implementation), status reports and reconciliations for:
  - cost versus budget
  - actual versus planned schedule
  - risk management
  - communication and external relations
  - environmental performance
  - adherence to statutory requirements
  - an assessment of contractual issues during the project to date
  - lessons learned during the project (if the project ends at implementation)
  - governance arrangements for the management of the operational contract
  - a plan for performance measurement
  - the updated contract
  - test plan and test reports
  - progress reports on development and construction
  - updated risk register and issues log, including residual risks
  - outline project plans through to completion and detailed plans for the next stage
  - the plan for management of change, including expected changes to requirements over time
  - details of any facilities not provided to the required specification and any missing or deficient items, with agreed plans for addressing any outstanding issues
  - risk management strategies
  - benefits management plan
  - for ICT- enabled projects, updated contingency and reversion plans

- for construction projects, updated health and safety files, operational and maintenance instructions (e.g. maintenance and operation manuals) and warranties

- for ICT-enabled projects, information assurance documentation (accreditation), operational and maintenance instructions and warranties.

Further information

The following documents have been developed to provide further information on the Gateway review process:

- Gateway review process overview
- Gateway review guidebook for project owners and review teams
- Gate 0: Strategic assessment
- Gate 1: Preliminary evaluation
- Gate 2: Business case
- Gate 3: Contract award
- Gate 4: Readiness for service
- Gate 5: Benefits realisation

Further information is available on the Queensland Treasury website: https://www.treasury.qld.gov.au/programs-and-policies/project-assessment-framework/gateway-reviews

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