

Stage 0 Gateway Review of Let's Get Wellington Moving

Rating and Action Plan

December 2023

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Background

Gateway is an assurance methodology for major investments which was developed by the United Kingdom's Office of Government Commerce (OGC) in 2001. It is an independent and confidential peer review process that examines projects and programmes at key points in their lifecycles to assess their progress and to rate the likelihood of successful delivery of their outcomes.

Gateway is a programme / project assurance process performed at up to six critical stages in the lifecycle of a project and at intervals during a programme. Reviews are designed to:

- Assess a programme/ project against its specified objectives at a particular stage in its lifecycle;
- Provide early identification of any areas that may require corrective action; and
- Increase confidence that the programme/ project is ready to progress successfully to the next stage.

Gateway is not an audit and does not stop a project or programme. It is also applied in a number of international jurisdictions including the United Kingdom, the Netherlands and Australia. It was implemented in New Zealand in 2008 on the direction of Cabinet.

Stage 0 Review of Let's Get Wellington Moving

A 'Stage 0' Gateway Review Report of LGWM was completed and finalised in late February 2023 and represents the first gateway review for the LGWM programme.

A 'Stage 0' gateway review is a strategic assessment that may be undertaken at the start-up stage of a programme, to inform decision-making, or may be undertaken during programme implementation to confirm the alignment with the established outcomes.

The review provides assurance to the Sponsoring Agency responsible for the programme, via the Senior Responsible Owner, that the scope and purpose has been adequately assessed, communicated to stakeholders, and fits within the agency's overall business strategy and/or whole-of-government strategies and policies. It also aims to test whether stakeholders' expectations of the programme are realistic, by reference to planned outcomes, resource requirements, timetable, and achievability.

The LGWM Gateway Review was completed through a combination of key document review and interviews. The onsite review by the Gateway Review team was completed between 20 and 24 February 2023.

Summary of findings

Good progress in several areas was highlighted by the review team, including:

- The Mana Whenua Aspirations plan is an excellent working document which gives the programme guidance on kawa for good design practice.
- The programme team has a high willingness to critically look at its performance and begin implementing recommendations from the previous Health Check.
- There is a strong commitment to the objectives and aspirations of LGWM across the programme team.

- The partner leads roles in the team are effective in helping the programme work through the requirements and dependencies across multiple funding partners.

In addition, the final report contained twelve recommendations for consideration.

Recommendations are categorised in the report into priority areas, as follows:

Gateway Priority Definitions	Number of findings
Critical (Do Now) – To increase the likelihood of a successful outcome it is of the greatest importance that the programme should take action immediately.	10
Essential (Do By) – To increase the likelihood of a successful outcome the programme should take action in the near future.	1
Consider (Good Practice) – The programme should benefit from the uptake of this recommendation.	1

These recommendations were also supported by a ‘delivery confidence assessment’ which noted:

“The Gateway Review Team finds that the next phase of the programme can be delivered successfully provided focus is maintained on core issues of programme governance, funding and affordability, stakeholder engagement and alignment, communications, good programme and project management practices and resource capability and capacity in a constrained market.”

The delivery confidence assessment was rated using a RAG status and received an ‘**AMBER**’ rating, which defined as:

“Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not impact delivery or benefits realisation”.

Let’s Get Wellington Moving Response

It is important to remember that Gateway Reviews contain only recommendations, not requirements. In good practice, it is incumbent of those receiving the report to either agree or disagree with recommendations, and where they disagree, to provide suitable commentary to demonstrate their position and reasoning of doing so.

Following the finalisation of the ‘Stage 0’ Gateway Review in late February 2023, the LGWM Partnership Board agreed to develop an action plan to address the recommendations. A Gateway Steering Committee (GSC) was also established to ensure appropriate oversight and management of addressing the Gateway Review findings.

Of the twelve recommendations, over 60% of the overall recommendations have been addressed with the remaining on track to be completed ahead of the next review in February/March 2024.

Of the twelve recommendations, recommendation 7 was the only recommendation that was not supported. It was agreed that this recommendation will be addressed through the Detailed Business Case, but that there is not the scope, budget, or plan to fully investigate Options 1, 2, and the 'do minimum'.

A summary of the recommendations, priority, action plan, outputs and indicative timeframe is enclosed.

Gateway Review Action Plan

Recommendation		Priority	Action plan	Stage/status
R1	Develop the next iteration of an agreed vision and purpose in customer and community terms to assist in increasing alignment across partners and stakeholders and increasing customers' understanding of LGWM's purpose	Do now	<p>Partially Agree</p> <p>Develop a common understanding of LGWM's role in the broader urban development, and regional and local economic development that is easy to understand for users.</p> <p>Ensure future LGWM messaging has a customer and community centric perspectives at its centre – transparent and easy to understand.</p> <p>Output: Target Operating Model or Blueprint to demonstrate LGWM's role in delivering new outcomes for the city and region.</p> <p>Indicative Timeframe: April to October 2023.</p>	<p>Initiating</p> <p>Note: the Vision has been set by all Partners and is not to be amended, but can be assess</p> 
R2	Develop a Target Operating Model or Blueprint that identifies the scope and gives context to LGWM relative to other initiatives, programmes and projects being managed or delivered by other organisations	Do by – before determining mode choice	<p>Partially Agree</p> <p>Developing a Target Operating Model or Blueprint to demonstrate LGWM's role in delivering new outcomes for the city and region.</p> <p>Incorporate a baseline into the Target Operating Model or Blueprint for facilitating future requests for scope change.</p> <p>Engage and involve stakeholders (transformation focus) in the developing of the Target Operating Model or Blueprint to ensure commonality of understanding.</p> <p>Output: Target Operating Model or Blueprint.</p> <p>Indicative Timeframe:</p>	<p>Initiating</p> 

			April to October 2023.	
R3	Develop a staged Benefits Realisation Plan to the level required to inform decisions on investment tranches	Do now	<p>Agree</p> <p>Fully develop and complete the Benefits Realisation Plan, inclusive of incremental benefits measurement. The DBC will need to do early work on this to support and proposals for investment options alongside other key issues such as constructability and service delivery. The Benefits Realisation Plan will also include, address, and have:</p> <ul style="list-style-type: none"> • a consistent approach to capturing LGWM's benefits realisation plan • capture of non-financial benefits such as relationships with iwi and the community • capture of the contribution to longer-term intergenerational benefits for people and the environment such as those described in the mana whenua aspirations plan • an agreed approach to measuring urban development contributions • consideration of how to measure incremental release for each benefit. <p>Output: Fully developed Benefits Realisation Plan.</p> <p>Indicative Timeframe: June to December 2023.</p>	In design 
R4	Develop a transactional critical path for the programme to capture key programme decisions and funding, document review, meeting, and planning cycles	Do now	<p>Agree</p> <p>Develop and build out a transactional critical path that:</p> <ul style="list-style-type: none"> • considers the 2024 long term planning cycle as the primary mechanism for the local government partners to secure funding for early delivery tranches through traditional rates, user charges or loans • references decisions by the Board and/or their organisations • capture timing of funding rounds 	In design 

			<ul style="list-style-type: none"> sets out critical meeting dates and deadlines for agendas includes document review schedules. <p>Output: Transaction critical path for the programme.</p> <p>Indicative Timeframe: May to October 2023.</p>	
R5	Undertake a review of governance structure and membership for programme and projects delivery	Do now	<p>Agree</p> <p>Undertake a governance structure and membership for programme and projects and delivery review, which could consider and evaluate:</p> <ul style="list-style-type: none"> Aligning a refreshed governance structure to the Managing Successful Programmes methodology including <ul style="list-style-type: none"> a Sponsoring/Sponsors Group comprised of senior executives from the partner organisations Programme Board – being a skills-based board, reflecting capability in complex programmes, Te Ao Māori and partnership, met, urban development, finance and delivering infrastructure in a complex brownfield environment SRO – consider for the delivery phase that the SRO should be a representative of the funders the role of the Regional Leadership Committee, future asset owners, operators and maintainers independent assurance across programme processes, financials, technical peer reviews etc, with the primary focus of independent assurance being to ensure the programme is able to be successfully delivered within the agreed parameters different chairs and members for sponsors group and programme board to avoid potential conflicts clarity for decision and risk and issues escalation. 	

			<p>Output: Recommended governance and membership structure.</p> <p>Indicative Timeframe: April to September 2023.</p>	
R6	Review the Business Case architecture to ensure that individual tranche of project business cases consistently maintain whole of programme view	Do now	<p>Agree</p> <p>Review how business cases can consistently maintain a whole of programme view, noting the programme benefits are dependent on effective transport, mode shift, carbon reduction and urban development.</p> <p>Output: Implemented methodology, approach and reporting that ensures alignment of business cases to the whole of programme view.</p> <p>Indicative timeframe: May 2023 to January 2024.</p>	<p>In design</p> 
R7	Ensure the DBC fully investigates Options 1 and 2 and the 'do minimum' to inform future decisions	Do now – ensure that the workplan includes the options	<p>Not supported.</p> <p>This will be covered by the DBC.</p>	-
R8	Establish timely and coordinated reviews of business case progress with other policy, planning or regulatory agencies	Consider	<p>Agree</p> <p>Refreshed policy and regulatory approach/framework – establish regular and timely inputs from other policy and planning agencies, including consideration of:</p> <ul style="list-style-type: none"> • extending the current partner lead model to other agencies 	<p>In design</p> 

			<ul style="list-style-type: none"> establishing regular workshops or clinics through the DBC development process. <p>Output: Refreshed policy and regulatory approach/framework.</p> <p>Indicative timeframe: July to November 2023.</p>	
R9	Review resourcing requirements and funding to ensure a Te Ao Maori view is appropriately reflected across the programme	Do now	<p>Agree</p> <p>Review resourcing and funding requirements, including</p> <ul style="list-style-type: none"> inclusion of mana whenua on the LGWM Board practical solutions to strongly embed principles of Te Tiriti within the LGWM programme team's culture consideration of leveraging off resources and other collateral in the partner's organisations to enhance the programme's focus on Te Ao Māori. <p>Output Refreshed approach and plan to better resource and fund Te Ao Māori view across the programme.</p> <p>Indicative timeframe May to September 2023.</p>	In design 
R10	Commence development of stakeholder, supplier and	Do now	Agree	In design

	customer identification together with an engagement strategy		<p>Develop an engagement strategy that includes:</p> <ul style="list-style-type: none"> • identification of all key stakeholders, suppliers and customers • a RASCI matrix and associated engagement strategy • improving communication and understanding of regional benefits to communities and customers • alignment of expectations across stakeholders • determine best/most appropriate entity/persons to champion issues of growth, economic development and planning. <p>Output Refreshed engagement strategy.</p> <p>Indicative timeframe April to August 2023.</p>	
R11	Ensure the PMO is developing active project and programme controls and reporting in a timely way to support current activity and embed a culture of consistency and excellence	Do now	<p>Agree</p> <p>Focussed PMO effort on developing and embedding appropriate programme controls for risk, communications, scheduling, and financials.</p> <p>Lessons learnt schedule – schedule of key lesson learnt from similar project including analysis of how the LGWM programme is managing and mitigating these.</p> <p>Output:</p> <ul style="list-style-type: none"> • Programme of controls – implementation plan. • Lessons learnt schedule. 	In design 

			<p>Indicative timeframe: April to August 2023</p>	
R12	Update the risk register to reflect current planning and delivery activity	Do now	<p>Agree</p> <p>Update the programme risk register, inclusive of:</p> <ul style="list-style-type: none"> • provision of a more detailed operational risk register • enforce central repository for risk information so that 'one source of the truth' is communicated • ensure up to date risk profile is furnished regularly for the board, including requisite analysis • fully form out risks <p>Output: Updated and fully formed risk register. Document management control protocols for storing central risk register and communication of profile to the Board on a regular basis.</p> <p>Indicative timeframe: April to June 2023.</p>	<p>In design</p> 