

HERTFORDSHIRE LOCAL TRANSPORT BODY

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TRANSPORT PROJECT GATEWAYS

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1 Purpose of Report

- 1.1 To inform the LTB of Hertfordshire' County Council's intention to introduce a project Gateway regime to enhance project governance and control for its projects portfolio and to recommend that the same regime is adopted by the LTB to complement and reinforce its assurance framework.

2 Background

- 2.1 The DfT feedback to the draft LEP SEP highlights the need for clear governance and assurance with greater focus and clarity of funding, programme and risks.
- 2.2 Hertfordshire County Council as a scheme promoter or funding stake holder and, as the Accountable Body also has those same interests.

3 The Gateway Regime

- 3.1 It is proposed that a common series of formal project Stages and Gateways are introduced to ensure effective programme management and governance for transport projects, which will satisfy the needs of HCC in its various roles and of the LEP supported by the LTB.
- 3.2 The gateway regime will complement and reinforce the current LTB assurance framework.
- 3.3 The gateway concept is an established and reliable project governance aide that effectively 'takes stock' and consolidates a project at key milestones.
- 3.4 In order for a project to progress from one stage in its life cycle to another it will be required to have demonstrated that it meets key set criteria and gained approval from all the appropriate bodies to pass through the gateway.
- 3.5 The promoting body will be required to provide evidence that it has met the criteria required to pass through each gateway.
- 3.6 The evidence will be checked independently by the LTB's Transport Advisors before confirming to the LTB and thence the LEP and HCC that the criteria have been met.

3.7 The gateway regime is scalable and appropriate for all project sizes. The evidence required will be common, but the depth of work that has resulted in generating that evidence will depend on the size and complexity of the project.

3.8 Table 1 below sets out the Stages and Gateways

Table 1: Project Stages & Gateways	
Stages	Gateways
Stage 1: Initiation	
	Gateway 1: Inception
Stage 2: Option Testing	
	Gateway 2: Feasibility
Stage 3: Preferred Option Business Case	
	Gateway 3: Programme Entry
Stage 4: Design	
	Gateway 4: Conditional Approval
Stage 5: Procurement	
	Gateway 5: Final Approval
Stage 6: Delivery	
	Gateway 6: Completion
Stage 7: Maintain & Operate	

3.9 Each project will be required to have a Governance Framework. This may change through the life cycle of the project, which means that it is important for there to be clarity of what the governance could look like through out the lifecycle of the project.

3.10 The framework will need to identify:

- The organisations that will be involved in the project and whether they are a promoter, partner, stakeholder or consultee.
- Their role
- The funding that each of them will be providing, as appropriate
- The risks that they will be responsible for bearing

3.11 The stages and the requirements of the Gateways are described in more detail within Appendix A.

APPENDIX A

GATEWAY REQUIREMENTS

1 Gateway 1: Inception

1.1 Potential projects are identified during the Project Initiation stage. The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 1:

- Need Established
- Objectives Identified
- Policy Context In Place
- Options for Testing Identified
- Option Testing Methodology Identified
- Governance Framework Completed Quantitatively for Stage 2 and indicatively for later stages where possible.
- Indicative Programme to Gateways 2,3,4,5 & 6 identified
- Budgets, Funding and Cashflow in place for Stage 2.
- Consultation and Communication Strategy for Stage 2 agreed

2 Gateway 2: Feasibility

2.1 The options identified during Stage 1 are tested during Stage 2, with the aim of identifying the preferred option.

2.2 The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 2:

- Options Tested
- Preferred Option Selected and Agreed
- Consultation and Communication Strategy for Stage 3 Identified
- Scope and Scale of Business Case Appraisal Identified and Agreed
- Governance Framework Completed Quantitatively for Stage 3, Qualitatively for Stage 4 and Indicatively Stages 5,6 & 7
- Budget, Funding & Cash Flow Requirements for Stage 3 in place
- Indicative Budget, Funding & Cash Flow Requirements for Stages 4,5,6 & 7 Identified
- Updated Programme to Gateways 3 to 6

3 Gateway 3: Programme Entry

3.1 The business case for the project is built and reviewed during Stage 3 together with the creation of key project building blocks.

3.2 The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 3:

- Business Case approved following independent review.
- Updated Budget, Funding and Cashflow Requirements Identified for Stage 4
- Indicative Budget, Funding and Cashflow Requirements Identified for Stages 5, 6 & 7
- Approvals to Seek Statutory Powers Secured
- All Legal Agreements Identified
- Consultation and Communication Strategy for Stage 4 Identified
- Post Completion Monitoring Regime Identified
- Governance Framework Completed Quantitatively for Stage 4 and Qualitatively for Stages 5, 6 & 7

4 Gateway 4: Conditional Approval

4.1 Stage 4 involves the completion of detailed design and the attainment of all necessary approvals prior to starting the procurement process.

4.2 The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 4:

- Statutory Powers Achieved
- Asset Register in Place
- Project Risk Register and Quantified Risk Register in Place
- Updated Budget, Funding and Cashflow Requirements Identified for Stage 5, 6 & 7
- Health & Safety Duties Identified
- Governance Framework Completed Quantitatively for Stages 5, 6 & 7

5 Gateway 5: Full Approval

5.1 Stage 5 involves the procurement of the scheme, typically through a tender process.

5.2 The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 5:

- Tenders Returned and Evaluated
- Risk Register and QRA updated
- Funding Approvals Secured
- Legal Agreements in Place
- Governance Frameworks Completed Quantitatively for Stages 6 & 7
- Contract Management Governance Identified
- Communications Strategy for Stage 6 identified

6 Gateway 6: Completion

6.1 Stage 6 involves the completion of the scheme and the transfer into operation and maintenance

6.2 The project promoter will be required to provide evidence that the following criteria have been met within its request to pass through Gateway 6:

- Assets Adopted, Transferred and Accepted into Maintenance, as appropriate
- Contract Maintenance Period Completed
- Final Accounts Settled
- LEP & LTB Funding Responsibilities Discharged
- Monitoring Regime in Place