
Report by the Chief Constable

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WEST LOTHIAN CIVIC CENTRE GATEWAY REVIEW**1. Introduction**

- 1.1 The Scottish Government recommends that all its projects with a value in excess of £5 million should undertake the OGC Gateway Review process. In support of the principle, it was agreed by the partners that West Lothian Civic Centre project would be subject to this independent scrutiny.
- 1.2 The purpose of this report is to notify the Board of outcome of the review including the recommendations made by the Review Team.

2. Background

- 2.1 The West Lothian Civic Centre (WLCC) Programme was a joint initiative between several partners to relocate services to a shared, purpose built facility in the centre of Livingston. Partners include Lothian & Borders Police (LBP), West Lothian Council (WLC) and the Scottish Courts Service (SCS). In addition, four tenant organisations share the facility, Lothian & Borders Fire & Rescue Service (LBFRS), the Scottish Children's Reporter Administration (SCRA), the Crown Office & Procurator Fiscal Service (COPFS) and NHS Lothian.
- 2.2 The Office of Government Commerce (OGC) Gateway Review process is mandatory for central government projects. Gateway Review applies to all Mission Critical and/or High Risk projects that have a budget of £5 million in value or over (anything which meets the definition of Mission Critical being automatically considered as High Risk). Gateway Review should also be considered for Mission Critical and/or High Risk projects that are non capital / acquisition or have a budget of less than £5 million in value. Although not mandatory for local authority projects, the partners agreed to undertake the Gateway Review process for the WLCC.
- 2.3 The project underwent a healthcheck in June 2005, a Gate 3 was completed in August 2006 and a Gate 4 in May 2009. Gateway Review 5 confirms that the benefits set out in the Business Case are being achieved and that the operational service (or facility) is running smoothly. The full definition of the purpose of a Gateway Review 5 is attached for information at Annex A.

- 2.4 The Gateway Review 5 was carried out over the period 12 to 14 October 2010. The Review Team reported that successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly. The Review will be repeated throughout the life of the service and the next Gateway Review 5, to support ongoing performance improvement, is expected in October 2011.

3. Findings and Recommendations

3.1 Review of operating phase

- 3.1.1 Since the last review in May 2009, the partners have successfully executed a phased move into the new building, which started with Lothian and Borders Police in July 2009, and ended with the last elements of the Council in November 2009. The project team that remained has carried out the essential function of managing the completion of the building, and as with most large buildings, there have been a number of issues to resolve – some small and easily remedied, others larger and more problematic. In order to manage these issues a revised governance structure was established, including a Building Management Group, a Shared Services Meeting (facilitated by Turner and Townsend), and a Building Users' Group. These forums have dealt effectively with the normal issues associated with early use of a complex new building. However, in the key areas of heating and ventilation, the client proposes that the Building Research Establishment (BRE) will be appointed to provide an independent report on the building's performance compared to the design specification.

Recommendations: None

3.2 Business case and benefits management

- 3.2.1 The Review Team was pleased to hear all interviewees consistently describe a significant number of benefits that have already been delivered as a result of moving to and working in the Civic Centre. However, there was an equally consistent message that these benefits have yet to be accurately defined or captured. The BRE report, combined with this Gate 5 provides an ideal opportunity to carry out a post-project evaluation, which will capture the benefits delivered and lessons learnt from the project through to business as usual. This will allow the partnership to draw a line under the project and separate the benefits and lessons of the project from those derived through ongoing improvement and also contribute to organisational learning.

Recommendations: The project should carry out a post-project review.

3.3 Plans for ongoing improvement

- 3.3.1 It was clear that a number of opportunities for shared support services in the building have been identified and are now being actively pursued. However, the WLC Change Programme Manager is not currently involved with the Multi-Agency Integration Project, which is working to deliver benefits through partnership working in the Civic Centre. The individual partners in the Civic Centre are engaged in ongoing internal improvement activities, although these activities are not necessarily visible to all partners. In order to gain the greatest benefits from each of these initiatives, the partners should ensure regular and effective communication – drawing on the lessons of the successful Civic Centre Project.

Recommendations: West Lothian Council's Change Programme Manager should be part of the Multi-Agency Project Board.

Partners should establish clear links between internal change and improvement programmes.

3.4 Review of organisational learning

- 3.4.1 The Review Team was impressed throughout the review process by the top-level commitment that pushed the vision for partnership working. In order to get the most from the investment in the Civic Centre, the original ethos of the building should be maintained through continued visible top-level leadership. As the uses of the Civic Centre develop, there may be an opportunity to consider future strategic property options at a partnership level.

Recommendations: None

3.5 Readiness for the future – Plans for future service provision

- 3.5.1 The maintenance and support services for the Civic Centre building are currently provided through a mixture of in-house and outsourced contracts. In order to maintain efficient operations, continuous improvement and demonstrate value for money, the partnership should ensure regular market testing continues to be carried out.

Recommendations: The partnership should carry out regular market testing of support services.

4. Conclusion

- 4.1 The Review Team found that the West Lothian Civic Centre Project has completed a successful occupation of the building and transition to business as usual that is on time and expected to be on budget. A number of benefits have been achieved, both financial and non-financial. A new Multi-Agency Integration Project has been established to take forward a series of additional performance improvement projects. The project now needs to complete a post-project evaluation to close the project and capture and disseminate the lessons learnt and benefits delivered. The overall delivery confidence assessment status is **Green**.

5. Recommendation

5.1 That the Board note the conclusion of the Gateway Review 5.



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Annex	Purpose of a Gate 5: Operations & Benefits Realisation
Background papers	None

Purpose of a Gate 5: Operations Review & Benefits Realisation

- Assess whether the Business Case justification for the project at OGC Gateway Review 3: Investment decision was realistic
- Confirm that there is still a business need for the investment
- Assess whether the benefits anticipated at this stage are actually being delivered
- Assess the effectiveness of the ongoing contract management processes
- Confirm that the client side continues to have the necessary resources to manage the contract successfully
- Confirm continuity of key personnel involved in contract management/'intelligent customer' roles
- Where changes have been agreed, check that they do not compromise the original delivery strategy
- Assess the ongoing requirement for the contract to meet business need. Ensure that if circumstances have changed, the service delivery and contract are adapting to the new situation. Changing circumstances could affect: partner management; relationship management; service management; change management; contract management; benefits management; performance management
- Check that there is ongoing contract development to improve value for money
- Confirm that there are plans to manage the contract to its conclusion
- Where applicable, confirm the validity of exit strategy and arrangements for re-competition
- Evaluation of actions taken to implement recommendations made in any earlier assessment of deliverability.