



## Delivering Successful IT-enabled Business Change

### Centres of Excellence census

2006

### Data tables

#### Purpose of the census

The census was designed to gather information from 31 Centres of Excellence across central government on their emerging role, and the actions in train to help improve the likelihood of the successful delivery of IT-enabled business change.

#### Data tables

The data tables are the full statistics derived from our census. Not all data were used for the NAO report.

#### Note

For the purpose of the study "IT-enabled business change" refers to: ***the transformation of part, or all, of the organisation, supported or enabled by the use of information technology.***

*"A Centre of Excellence is a co-ordinating function providing strategic oversight, scrutiny and challenge across the department's portfolio of programmes and projects. A Centre of Excellence is a focal point for supporting the department's individual programmes and projects, and for driving the implementation of improvements to increase the department's capability and capacity in programme and project delivery."*

(NAO Report: *Improving IT Procurement*, 5 November 2004)

### 1: Progress in Centres of Excellence

#### NAO/OGC agreed list of common causes of project failure

Which of the eight common causes of project failure, as identified by the National Audit Office (NAO) and Office of Government Commerce (OGC) listed below cause the Centre of Excellence concern? –

1. Lack of clear link between the project and the organisation's key strategic priorities, including agreed measures of success.

	Number	%
Not at all concerned	2	6.5
Not very concerned	20	64.5
Fairly concerned	6	19.4
Very concerned	3	9.7
Total	31	100.0

**2. Lack of clear senior management and Ministerial ownership and leadership.**

	Number	%
Not at all concerned	6	19.4
Not very concerned	17	54.8
Fairly concerned	7	22.6
Very concerned	1	3.2
Total	31	100.0

**3. Lack of effective engagement with stakeholders.**

	Number	%
Not very concerned	18	58.1
Fairly concerned	11	35.5
Very concerned	2	6.5
Total	31	100.0

**4. Lack of skills and proven approach to project management and risk management.**

	Number	%
Not very concerned	9	29.0
Fairly concerned	18	58.1
Very concerned	4	12.9
Total	31	100.0

**5. Too little attention to breaking development and implementation into manageable steps.**

	Number	%
Not at all concerned	5	16.1
Not very concerned	17	54.8
Fairly concerned	9	29.0
Total	31	100.0

**6. Evaluation of proposals driven by initial price rather than long-term value for money (especially securing delivery of business benefits).**

	Number	%
Not at all concerned	6	19.4
Not very concerned	14	45.2
Fairly concerned	8	25.8
Very concerned	3	9.7
Total	31	100.0

**7. Lack of understanding of and contact with the supply industry at senior levels in the organisation.**

	Number	%
Not at all concerned	3	9.7
Not very concerned	21	67.7
Fairly concerned	6	19.4
Very concerned	1	3.2
Total	31	100.0

**8. Lack of effective project team integration between clients, the supplier team and the supply chain.**

	Number	%
Not at all concerned	5	16.1
Not very concerned	19	61.3
Fairly concerned	6	19.4
Very concerned	1	3.2
Total	31	100.0

## Reporting line of Centre of Excellence

To whom does the head of the Centre of Excellence make their reports?

	Number	%
Direct to the Accounting Officer	6	19.4
The Department / Agency Board	12	38.7
A sub group of the board	6	19.4
Other	5	16.1
No answer	2	6.5
Total	31	100.0

And how often are those reports presented?

	Number	%
Monthly	18	58.1
Within every 3 months	5	16.1
Within every 6 months	4	12.9
Within every year	4	12.9
Total	31	100.0

## 2: Use of initiatives, advice and guidance

How does the Centre of Excellence rate the following initiatives, advice and guidance? –

Intellect concept viability service.

	Number	%
Not very helpful	2	6.5
Fairly helpful	5	16.1
Not heard of	14	45.2
Not applicable	3	9.7
Don't know	7	22.6
Total	31	100.0

**Senior Responsible Owner /Senior Responsible Industry Executive partnering and discovery workshops.**

	Number	%
Not very helpful	3	9.7
Fairly helpful	11	35.5
Very helpful	3	9.7
Not heard of	6	19.4
Not applicable	1	3.2
Don't know	7	22.6
<b>Total</b>	<b>31</b>	<b>100.0</b>

**Contracting Partner / Suppliers Standards and Methodologies.**

	Number	%
Not at all helpful	1	3.2
Not very helpful	3	9.7
Fairly helpful	12	38.7
Very helpful	2	6.5
Not heard of	6	19.4
Not applicable	1	3.2
Don't know	5	16.1
No answer	1	3.2
<b>Total</b>	<b>31</b>	<b>100.0</b>

**ITIL (IT Infrastructure Library).**

	Number	%
Not very helpful	2	6.5
Fairly helpful	7	22.6
Very helpful	13	41.9
Not heard of	4	12.9
Not applicable	2	6.5
Don't know	3	9.7
<b>Total</b>	<b>31</b>	<b>100.0</b>

**Skills Framework for the Information Age.**

	Number	%
Not very helpful	1	3.2
Fairly helpful	12	38.7
Very helpful	5	16.1
Not heard of	7	22.6
Not applicable	3	9.7
Don't know	3	9.7
<b>Total</b>	<b>31</b>	<b>100.0</b>

**Intellect / IT Supplier code of best practice.**

	Number	%
Not very helpful	2	6.5
Fairly helpful	14	45.2
Very helpful	1	3.2
Not heard of	7	22.6
Not applicable	1	3.2
Don't know	6	19.4
<b>Total</b>	<b>31</b>	<b>100.0</b>

**OGC Decision Map.**

	Number	%
Not very helpful	3	9.7
Fairly helpful	9	29.0
Very helpful	5	16.1
Not heard of	5	16.1
Not applicable	1	3.2
Don't know	7	22.6
No answer	1	3.2
<b>Total</b>	<b>31</b>	<b>100.0</b>

**OGC Model IT Contracts and key commercial principles.**

	Number	%
Not very helpful	1	3.2
Fairly helpful	10	32.3
Very helpful	9	29.0
Not heard of	2	6.5
Not applicable	2	6.5
Don't know	5	16.1
No answer	2	6.5
Total	31	100.0

**OGC Successful Delivery toolkit.**

	Number	%
Not very helpful	2	6.5
Fairly helpful	12	38.7
Very helpful	15	48.4
Not heard of	1	3.2
No answer	1	3.2
Total	31	100.0

**OGC Managing successful programmes.**

	Number	%
Not very helpful	2	6.5
Fairly helpful	5	16.1
Very helpful	24	77.4
Total	31	100.0

**OGC guidance on the management of risk.**

	Number	%
Not very helpful	3	9.7
Fairly helpful	10	32.3
Very helpful	18	58.1
Total	31	100.0

**OGC Prince2.**

	Number	%
Not very helpful	3	9.7
Fairly helpful	7	22.6
Very helpful	21	67.7
Total	31	100.0

**Department Own Standards.**

	Number	%
Not very helpful	1	3.2
Fairly helpful	6	19.4
Very helpful	19	61.3
Not applicable	4	12.9
No answer	1	3.2
Total	31	100.0

**British Computer Society Guidance.**

	Number	%
Not at all helpful	1	3.2
Not very helpful	5	16.1
Fairly helpful	7	22.6
Very helpful	2	6.5
Not heard of	2	6.5
Not applicable	7	22.6
Don't know	6	19.4
No answer	1	3.2
Total	31	100.0



**National Computing Centre Guidance.**

	Number	%
Not very helpful	4	12.9
Fairly helpful	4	12.9
Very helpful	1	3.2
Not heard of	5	16.1
Not applicable	7	22.6
Don't know	9	29.0
No answer	1	3.2
<b>Total</b>	<b>31</b>	<b>100.0</b>

### **3: OGC Gateway Reviews**

**Do you identify delays or postponement of gateway reviews?**

	Number	%
Yes	27	87.1
No	4	12.9
<b>Total</b>	<b>31</b>	<b>100.0</b>

**Does the Centre of Excellence receive copies of all Gateway Review reports?**

	Number	%
Yes	24	77.4
No	7	22.6
<b>Total</b>	<b>31</b>	<b>100.0</b>

**Does internal audit and assurance receive copies?**

	Number	%
Yes	13	41.9
No	18	58.1
<b>Total</b>	<b>31</b>	<b>100.0</b>

**How often is the audit committee briefed with the results of Gateway Reviews?**

	Number	%
Every 3 months	8	25.8
Every 6 months	1	3.2
Annually	4	12.9
Never	13	41.9
Can't remember	5	16.1
Total	31	100.0

**Are the messages from individual Gateway reports communicated to other project teams within the organisation?**

	Number	%
Yes	25	80.6
No	6	19.4
Total	31	100.0

**4: Skills**

**In your experience, how often are successful IT project teams kept together for use on successive projects?**

	Number	%
Mostly	4	12.9
Sometimes	18	58.1
Rarely	7	22.6
Never	1	3.2
No answer	1	3.2
Total	31	100.0