

OGC Gateway™ Process

Review 3: Investment decision

OGC Best Practice – Gateway to success



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Why getting programmes and projects right matters

Programmes and projects provide an important vehicle for the efficient and timely delivery of government aims. Procurement expenditure through programmes and projects is therefore a significant, and increasing, proportion of total government expenditure. Good and effective management and control of programmes and projects is therefore essential to the successful delivery of government objectives. The OGC Gateway Process is designed to provide independent guidance to Senior Responsible Owners (SROs), programme and project teams and to the departments who commission their work, on how best to ensure that their programmes and projects are successful.

The OGC Gateway Process

The OGC Gateway Process examines programmes and projects at key decision points in their lifecycle. It looks ahead to provide assurance that they can progress successfully to the next stage; the Process is best practice in central civil government, the health sector, local government and Defence. OGC Gateway Reviews are applicable to a wide range of programmes and projects, including:

- policy development and implementation
- organisational change and other change initiatives
- acquisition programmes and projects
- property/construction developments
- IT-enabled business change
- procurements using or establishing framework arrangements.

The principles and process in this Workbook can also be applied to management of other areas of expenditure in the organisation. The Process is mandatory for procurement, IT-enabled, and construction programmes and projects.

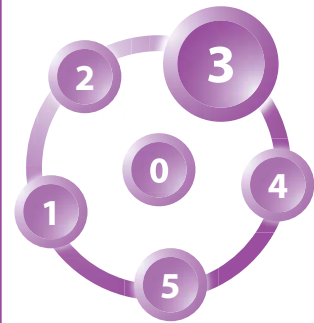
Value of the OGC Gateway Process

OGC Gateway Reviews deliver a 'peer review', in which independent practitioners from outside the programme/project use their experience and expertise to examine the progress and likelihood of successful delivery of the programme or project. They are used to provide a valuable additional perspective on the issues facing the internal team, and an external challenge to the robustness of plans and processes.

The OGC Gateway Process provides support to SROs in the discharge of their responsibilities to achieve their business aims, by helping the SRO to ensure:

- the best available skills and experience are deployed on the programme or project
- all the stakeholders covered by the programme/project fully understand the programme/project status and the issues involved
- there is assurance that the programme/project can progress to the next stage of development or implementation and that any procurement is well managed in order to provide value for money on a whole life basis
- achievement of more realistic time and cost targets for programmes and projects
- improvement of knowledge and skills among government staff through participation in Reviews
- provision of advice and guidance to programme and project teams by fellow practitioners.

The effectiveness of the Gateway Process has recently been endorsed in the 2007 Treasury report on "Transforming Government Procurement".



Programme or project?

Programmes are about managing change, with a strategic vision and a routemap of how to get there; they are able to deal with uncertainty about achieving the desired outcomes.

A programme approach should be flexible and capable of accommodating changing circumstances, such as opportunities or risks materialising. It co-ordinates delivery of the range of work – including projects – needed to achieve outcomes, and benefits, throughout the life of the programme.

A **project** has definite start and finish dates, a clearly defined output, a well defined development path, and a defined set of financial and other resources allocated to it; benefits are achieved after the project has finished, and the project plans should include activities to plan, measure and assess the benefits achieved by the project.

Programme Reviews are carried out under OGC Gateway™ Review 0: Strategic assessment. A programme will generally undergo three or more OGC Gateway Reviews 0: an early Review; one or more Reviews at key decision points during the course of the programme, and a final Review at the conclusion of the programme.

Project Reviews are carried out under OGC Gateway Reviews 1 - 5; typically a project will undergo all five of these Reviews during its lifecycle – three before commitment to invest, and two looking at service implementation and confirmation of the operational benefits. Project Reviews may be repeated as necessary depending on the size, scope and complexity of the project. A Review of a project must take into account the programme context within which the project is located, and possible inter-dependencies with other projects in the programme. The review will also indicate how far procurements are in alignment with strategic and policy objectives.

Each of these Reviews is described in the appropriate Workbook.

OGC Gateway Reviews as part of the assurance framework

Every public sector body will have its own structures and resources for carrying out internal reviews, healthchecks and audits of its activities, including programmes and projects. The OGC Gateway Process provides a snapshot view of progress, at a point in time and, therefore, should be seen as complementary to these internal processes, and not a replacement for them.

Organisations should have in place an effective framework to provide a suitable level of assurance for their portfolio of programmes and projects. This requires management to map their assurance needs and identify the potential sources for providing them. Public sector bodies are encouraged to ensure adequate and timely coordination and sharing of information, including plans, between the various internal review functions.

In addition, SROs should be aware of the extent and limitations of the various review processes – for example, the fact that an OGC Gateway™ Review has taken place does not replace the need for a full audit opinion on the effectiveness of risk management, control and governance in the audited area.

Further, none of these review processes is a substitute for a rigorous governance framework in the organisation to manage key processes including business planning, investment appraisal and business case management (including benefits management), programme and project portfolio management, risk management, procurement/acquisition, and service and contract management.

The Transforming Government Procurement report recommends the creation of a major projects review group to ensure that the most important and complex projects in central civil government are subject to effective scrutiny at key stages. For these types of projects a stronger assessment of deliverability is needed at early stages, with stronger support to deal with any concerns those assessments raise.

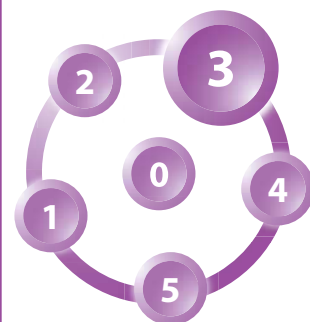
Role of the Senior Responsible Owner

An OGC Gateway Review is conducted on a confidential basis for the Senior Responsible Owner (SRO); who has the prime responsibility for initiating the Review. The ownership of the Review Report rests with the SRO, who is accountable for the implementation of the recommended remedial action and the programme/project progression.

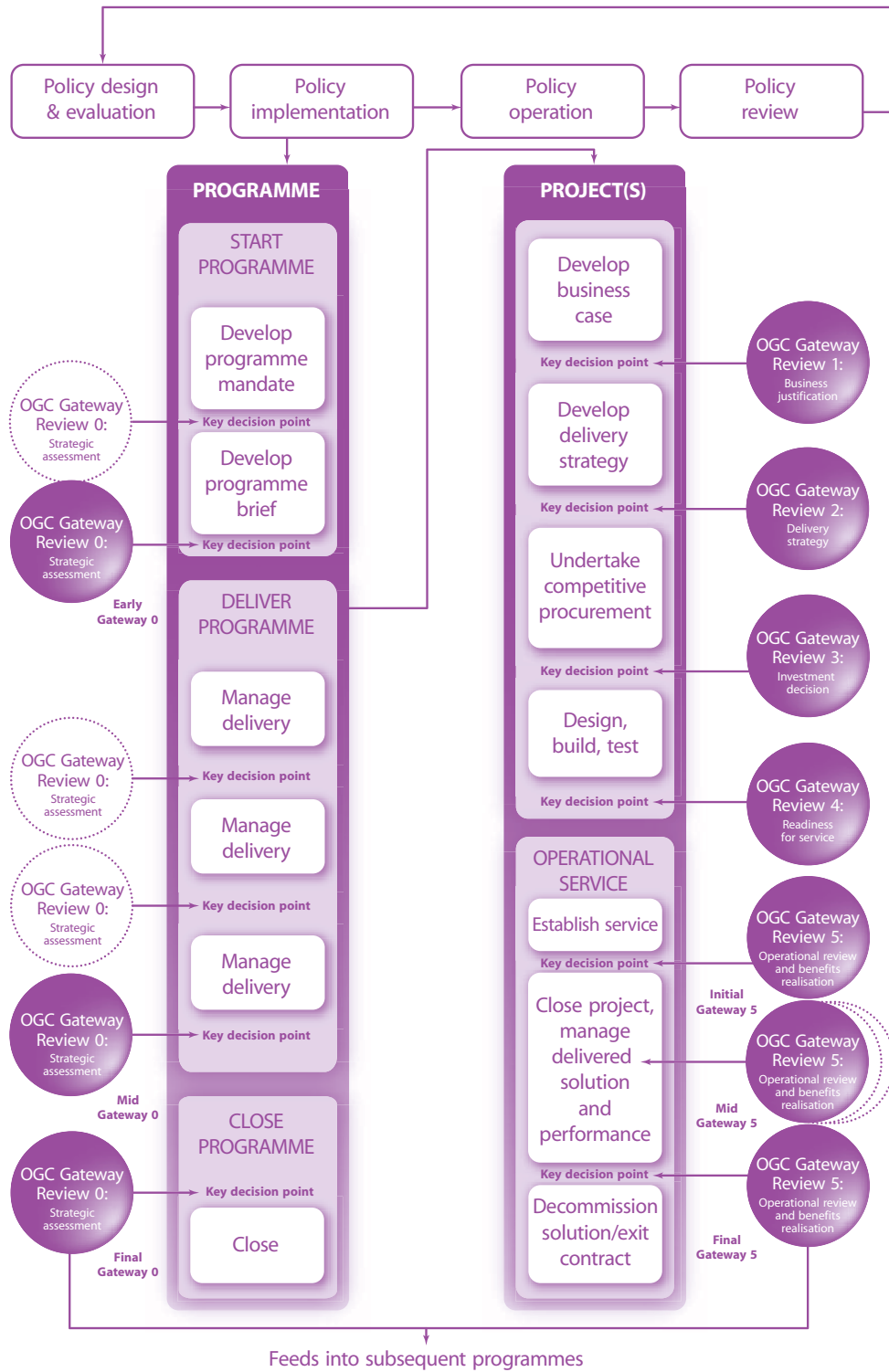
The SRO is the individual responsible for ensuring that a programme of change or a project meets its objectives and delivers the projected benefits. The SRO should be the owner of the overall business change that is being supported by the project and should ensure that the change maintains its business focus, has clear authority and that the context, including risks, is actively managed. This individual must be senior and must take personal responsibility for successful delivery of the project. They should be recognised as the owner throughout the organisation.

Tailoring the OGC Gateway Review

The Workbooks published by OGC provide guidance on the structure of each OGC Gateway Review, and the areas of investigation to be addressed by the Review Team, together with examples of the evidence which would demonstrate to the Review Team the satisfactory nature of responses to the various topics. These topics and the examples of evidence should be regarded as indicative and not prescriptive; within the overall objectives of each Review stage. The Review Team should consider whether additional or different topics need to be addressed, and the evidence to be sought. Approaches may vary according to the context of the programme or project – for example, IT-enabled business change, property/construction, or policy development/implementation.



The wider context of the OGC Gateway™ Process

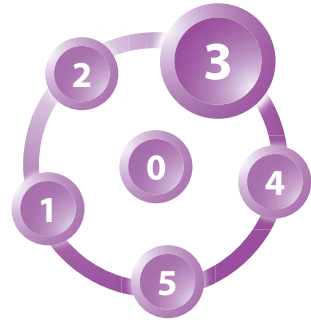


About this Workbook

This Workbook supports OGC Gateway Review 3: Investment decision. This Review investigates the Full Business Case and the governance arrangements for the investment decision to confirm that the project is still required, affordable and achievable. The Review also checks that implementation plans are robust.

Purposes of the OGC Gateway Review 3

- Confirm the Full Business Case and Benefits Plan now that the relevant information has been confirmed from potential suppliers and/or delivery partners
- Confirm that the objectives and desired outputs of the project are still aligned with the programme to which it contributes and/or the wider organisation's business strategy
- Check that all the necessary statutory and procedural requirements were followed throughout the procurement/evaluation process
- Confirm that the recommended contract decision, if properly executed within a standard lawful agreement (where appropriate), is likely to deliver the specified outputs/outcomes on time, within budget and provide value for money
- Ensure that management controls are in place to manage the project through to completion, including contract management aspects
- Ensure there is continuing support for the project
- Confirm that the approved delivery strategy has been followed
- Confirm that the development and implementation plans of both the client and the supplier or partner are sound and achievable
- Check that the business has prepared for the development (where there are new processes), implementation, transition and operation of new services/facilities, and that all relevant staff are being (or will be) prepared for the business change involved
- Confirm that there are plans for risk management, issue management and change management (technical and business), and that these plans are shared with suppliers and/or delivery partners
- Confirm that the technical implications, such as 'buildability' for construction projects; and for IT-enabled projects, information assurance and security, the impact of e-government frameworks (such as e-GIF, e-business and external infrastructure) have been addressed
- Evaluation of actions taken to implement recommendations made in any earlier assessment of deliverability.



Investment decision

OGC Gateway™ Review 2 reviewed the delivery strategy for achievement of the project's objectives. For a procurement project, the OGC Gateway Review 2 reviewed the procurement strategy before the organisation invited proposals or tenders against the fully developed requirements specification (for organisations with existing commercial arrangements, it reviewed similar information and decisions about achievability, affordability and value for money). During the current stage, to be reviewed at Gate 3, potential suppliers, partners and/or other delivery organisations – possibly including internal units of the client organisation – submitted their proposals or tenders. An evaluation panel analysed them on a 'like-for-like' basis and recommended the proposal (delivery solution) that met all the needs of clients and end-users and which offered the best value for money. This OGC Gateway Review 3 should normally come before placing a work order with a supplier or other delivery partner, or at preferred bidder stage and before award of contract.

The OGC Gateway Review 3 confirms that the recommended investment decision is appropriate before the contract is placed with a supplier or partner (or a work order placed with an existing supplier or other delivery partner). It provides assurances on the processes used to select a supplier (not the supplier selection decision itself). The Review also assesses whether the process has been well managed; whether the business needs are being met; that both the client and the supplier can implement and manage the proposed solution; and that the necessary processes are in place to achieve a successful outcome after contract award (or equivalent). The Project Team and Review Team must be satisfied that due consideration has been given to all the factors, including choices about proposed commercial arrangements with any existing suppliers that offer value for money.

A project will normally go through one OGC Gateway Review 3. However, in some circumstances it may be necessary for a project to repeat the OGC Gateway Review 3. For example, for construction projects there may be a requirement for more than one OGC Gateway Review 3, when the investment decision for the project is made. If there is a second investment decision (such as for two-stage Design and Build) there may be a need for a first OGC Gateway Review 3 for the contract award and a subsequent OGC Gateway Review 3 to confirm the investment decision based on the construction price. Similarly, for some IT-enabled and service enhancement projects there may be a need for a first OGC Gateway Review 3 before a pilot implementation or initial design contract is undertaken, and a subsequent OGC Gateway Review 3 to confirm the investment decision before full implementation.

NB: The terms 'supplier', 'bid', 'tender', 'contract' etc. in the following sections should be interpreted in the context of the nature of the delivery solution and the proposed commercial relationship between the client organisation and the recommended delivery partner organisation.

1: Assessment of the proposed solution

Areas to probe

Evidence expected

1.1 Does the proposed solution meet the business need?

- The selected delivery solution fully complies with all requirements
- Consultation with stakeholders during evaluation and their acceptance of the proposed solution.

1.2 Have the suppliers or partners proposed any alternatives or other options in addition to a fully compliant bid?

- Assessment of options to show whether these are beneficial to the project's outputs/outcomes and still within the scope of the OJEU advertisement.

1.3 Will the proposed delivery solution deliver the business need described in the Full Business Case?

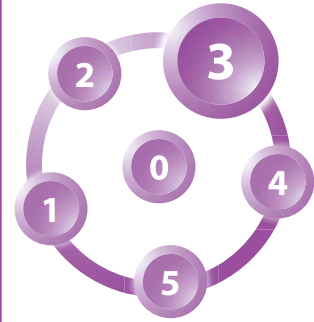
- Analysis to show that:
 - the proposal is defined in business outcome terms
 - the business can achieve the necessary organisational and business process changes
 - the proposed services and service levels as defined in the contract or agreement will meet the agreed business requirements.

1.4 Has the proposed solution affected the strategy for business change?

- Updated plan for managing the business change on the basis of the proposed solution, agreed by Project Board and agreed with users and stakeholders
- Analysis of differences from original plan.

1.5 Has the proposed solution affected the expectations of business benefits?

- Updated plan for benefit realisation and updated descriptions of benefits and their owners
- Analysis of differences from original plan
- Changes documented and agreed with users and stakeholders.



Areas to probe

Evidence expected

| | |
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| <p>1.6 Are the client and supplier prepared for the development (where there are new systems and processes), implementation, transition and operation of any new services?</p> | <ul style="list-style-type: none"> ■ Proposed supplier's development and implementation plans included in delivery solution and recommended to the Project Board ■ Client's implementation plan agreed with users (or their representatives, if the end-user is the citizen) and stakeholders, e.g. staff training, changes in business processes. |
| <p>1.7 Are there plans and processes to address future issues, both business and technical?</p> | <ul style="list-style-type: none"> ■ Strategy for managing change agreed by all parties, including supplier. |
| <p>1.8 Is there clear allocation and understanding of responsibilities between all parties, in addition to any contractual liabilities?</p> | <ul style="list-style-type: none"> ■ Defined client and supplier organisation, personnel and responsibilities ■ On the client's side, identified internal relationships and interfaces describing 'who does what' with the supplier ■ On the supplier's side, reciprocal arrangements including senior management roles (Senior Responsible Industry Executive (SRIE), where appropriate) ■ Where applicable, partnering arrangements defined ■ If a single supplier, how they will manage their supply chain ■ If multiple suppliers, how the client organisation will manage the interfaces ■ Evidence that the client and supply team will work together as an integrated Project Team ■ If the project traverses organisational boundaries on the client side: there are clear governance arrangements to ensure sustainable alignment with the business objectives of all organisations involved. |

Areas to probe

1.9 Are there resources available for the business to fulfil its obligations within the contract/agreement?

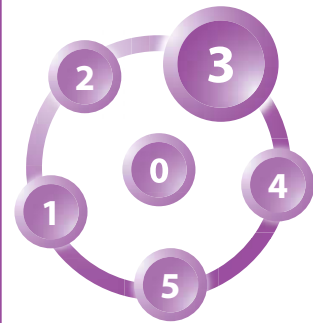
- Plan for implementing the new contract, identifying the quantity, type and quality of resources required
- Formal management acceptance of resource requirements agreed, with key roles and personnel identified and in place
- Adequate plans and procedures for contract management, including availability of requisite skills and experience.

1.10 Have the technical implications been assessed, such as 'buildability', compliance with Achieving Excellence in Construction requirements, health and safety and sustainability issues for construction projects, and for IT-enabled projects, information assurance and security, the impact of e-business and legacy systems?

- Evidence demonstrates that the delivery solution is technically acceptable
- For construction projects, Design Quality Indicators used; project-specific plans for health and safety; sustainable construction practices
- For IT-enabled projects, evidence that information assurance and the impact of e-business etc considered.

1.11 Does the project have resources with, where required, the appropriate skills and experience to achieve the intended outcomes of the investment?

- Plans for providing the required 'intelligent customer' capability, with names allocated to the major roles
- Internal and external commitment to provide the resources required
- Job descriptions for key project staff
- Skills appraisal undertaken and plans for addressing any shortfall
- Access to external sources of expertise if required
- Appropriate allocation of key project roles between internal staff and consultants or contractors.



BETWEEN:
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2: Business Case and stakeholders

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Areas to probe

Evidence expected

| | |
|---|---|
| 2.1 Is the project still required? | <ul style="list-style-type: none">■ Confirmation that the project still fits with strategic objectives, including government/organisational objectives■ Confirmation that external factors have not affected current priorities. |
| 2.2 Is the Business Case complete? | <ul style="list-style-type: none">■ Re-assessment of updated Business Case, including strategic, economic, financial, commercial and project management factors. |
| 2.3 Does the recommended way forward meet the business need? | <ul style="list-style-type: none">■ Key objectives revisited against final bid and proposed solution. |
| 2.4 Has the most appropriate option been selected? | <ul style="list-style-type: none">■ Cost/benefit/risk analysis against final bid information and results of evaluation, including sensitivity analysis■ For construction projects, whole-life design quality, cost and time optimised as far as possible. |
| 2.5 Does the commercial arrangement represent value for money, with an appropriate level of quality over the whole life of the project? | <ul style="list-style-type: none">■ Market assessment, other organisational benchmarks and previous experience■ Results of evaluation (note that clients with existing commercial arrangements must address this area)■ Where appropriate, assessment of supplier's funding arrangements. |
| 2.6 Is the client realistic about their ability to manage the change? | <ul style="list-style-type: none">■ Documented understanding of cultural implications, where appropriate; account has been taken of the current organisational culture■ Comparison with others. |
| 2.7 Does the Full Business Case, when incorporating the delivery solution, still demonstrate affordability? | <ul style="list-style-type: none">■ Full Business Case incorporating bid information, including:<ul style="list-style-type: none">■ changes from budgetary figures■ returns and value re-calculated with new benefits plan■ costs compared with budget, pre-tender estimates. |

Areas to probe

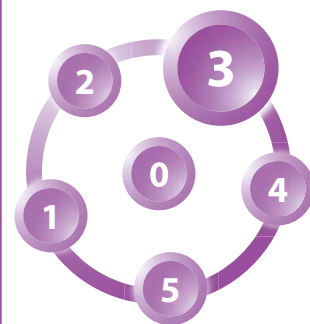
2.8 Is there an agreed benefits realisation plan?

Evidence expected

- Benefits management strategy and plans, including:
 - critical success factors
 - individuals responsible for delivering and achieving benefits identified
 - agreed process for measuring and assessing benefit
 - data available on measurement baselines for benefits assessment
 - post-implementation review plan identifies review points and benefits to be assessed; payment mechanisms linked to benefits realisation, where appropriate.

2.9 Have suitable stakeholders, business and user representatives been involved and have they approved the tender evaluation report and draft contract?

- Involvement of stakeholders and business or user representatives in quality and proposal reviews
- The views of all stakeholders, including users, have been taken into account
- Representation on the Evaluation Team
- Approval by Project Board or steering group.



3: Risk management

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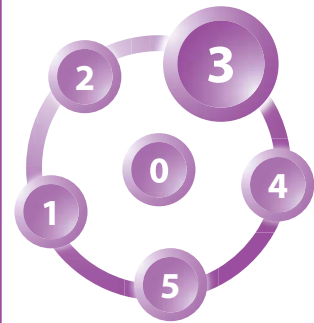
Areas to probe

Evidence expected

| | |
|--|--|
| 3.1 Are risk and issue management plans up-to-date? | <ul style="list-style-type: none">■ Risk register and issue log regularly reviewed, updated and acted upon. |
| 3.2 Have all major risks that arose during this phase been resolved? | <ul style="list-style-type: none">■ Updated risk and issue management plans and risk register, including risks associated with project resourcing and funding; team competencies; legislation; technical dependencies; users and stakeholders. Owners of risks/issues assigned; client-side risk transfer plans, where applicable. |
| 3.3 Are there business contingency and continuity arrangements and plans that aim to minimise the impact on the business in the event of major problems during implementation and rollout? | <ul style="list-style-type: none">■ A business continuity and contingency approach agreed with stakeholders and suppliers■ Business or client continuity and contingency plans under development■ Assessment of supplier's continuity and contingency plans■ For IT-enabled projects, evidence of information assurance including risk assessment and management. |
| 3.4 Does the contract reflect standard terms and conditions and (where applicable) the appropriate allocation of risks between the contracting parties? | <ul style="list-style-type: none">■ Contracts comply with standard terms and conditions■ Any changes to standard terms and conditions assessed for their impact, legality and acceptability■ Analysis of risk allocation proposed by supplier or partner versus expectations or the original rationale for project. |
| 3.5 For longer-term service or partnering contracts, have the re-competition issues been considered? | <ul style="list-style-type: none">■ Plans for exit strategy at the end of the contract, with appropriate review points built in over the life of the contract to update these arrangements. |

4: Review of current phase

| Areas to probe | Evidence expected |
|---|---|
| 4.1 Is the project under control? | <ul style="list-style-type: none">■ Project running to schedule and cost within budget■ Recommendations from last OGC Gateway™ Review actioned. |
| 4.2 What caused any deviation, such as over and under-runs? | <ul style="list-style-type: none">■ Reconciliations set against budget and time plan. |
| 4.3 What actions are necessary to prevent deviations recurring in other phases? | <ul style="list-style-type: none">■ Analysis and plans documented in project documentation that is continually updated and reviewed. |
| 4.4 Have all the assumptions from OGC Gateway Reviews 1 and 2 been validated? | <ul style="list-style-type: none">■ Validation of all assumptions. Any that cannot be validated are being examined; appear in the risk register/issue management log; are assessed and discussed with potential suppliers and partners■ Documentation of any new assumptions. |
| 4.5 Have all the required organisational procurement and technical checks been carried out? | <ul style="list-style-type: none">■ Bid management review and approval processes■ Compliance with statutory/European Union (EU) rules■ The evaluation strategy, underpinning models and criteria have been followed■ Demonstration of compliance with statutory requirements, (e.g. planning, building regulations). |
| 4.6 Did the Project Team follow the planned steps in the delivery strategy? | <ul style="list-style-type: none">■ Documented information confirms that the activities and processes in the delivery strategy and plan have been followed. |
| 4.7 Were the documents subject to quality review? | <ul style="list-style-type: none">■ Quality review documentation. |



5: Readiness for next phase – Readiness for service

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Areas to probe

Evidence expected

5.1 Is the working relationship likely to succeed?

- Realistic assessment of management style/behaviours on both sides
- Reporting arrangements identified at appropriate levels on both sides
- Suitable procedures and responsibilities for contract management are defined and agreed
- For construction projects, plans for integrating the Project Team
- Where applicable, plans for partnering workshops in place (e.g. Senior Responsible Industry Executive (SRIE), where appropriate)
- Continuity of key personnel from the contract award phase into the implementation phase.

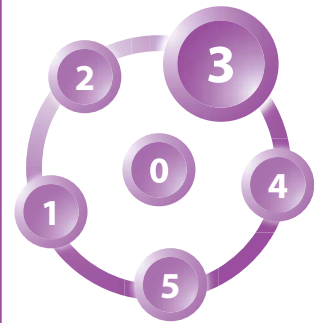
5.2 Are all resources and internal funds (the 'client-side budget') in place?

- Budget provision
- Manpower provision agreed
- Subsequent years' expenditure included in programme or project budgets
- Authorisation/approval process for payments to suppliers
- Process for expenditure reporting and reconciliation
- Insurances established by supplier where required.

5.3 Are the supplier's project, risk and management plans adequate and realistic?

- Confirmation that the supplier's or partner's project plan meets timescales for achieving the outcome of the investment
- Realistic supplier's or partner's implementation plan and plans for managing risk.

| Areas to probe | Evidence expected |
|--|---|
| 5.4 Does the client-side plan reflect the supplier's plans, and vice versa? | <ul style="list-style-type: none"> ■ Updated project management plan reflecting tender proposals ■ Defined organisation, personnel and responsibilities on the client's side ■ Supplier personnel cleared to meet project requirements ■ Process for resolving issues agreed with supplier/partner ■ Evidence that all plans have been reviewed, agreed and included in the contract. |
| 5.5 Are the long-term contract administration plan and benefit measurement process complete? | <ul style="list-style-type: none"> ■ Long-term plan with contract management strategy and a detailed service delivery plan ■ Resources, with identified sources ■ Key measures of benefit agreed with supplier/partner (if supplier payments related to benefits delivery) ■ Analysis of project plan showing that resource requirements are identified, planned, budgeted for and available when required ■ Defined roles and responsibilities. |
| 5.6 Are all the mechanisms and processes in place for the next phase? | <ul style="list-style-type: none"> ■ Project Plan confirms arrangements for management, monitoring, transition and implementation ■ If external consultants are used, they are accountable and committed to help ensure successful and timely delivery. |
| 5.7 Are the service management plan, administration and service level arrangements complete? | <ul style="list-style-type: none"> ■ Documented service management strategy and plan ■ Defined and agreed service level management, service levels, service quality and measurement ■ Responsibilities defined for each party ■ Defined and agreed standards for services ■ Defined and agreed monitoring, reporting and review mechanisms. |



Areas to probe

Evidence expected

5.8 Is the management process for service change complete?

- Change control procedures (both technical and business) defined, agreed and included in contract
- Defined and agreed management process and responsibilities.

5.9 Is there an acceptance strategy or commissioning strategy, as applicable?

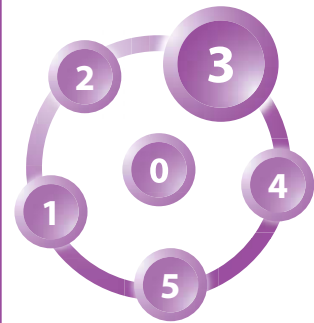
- Acceptance/commissioning strategy and plan, with fully documented and timetabled decision paths (e.g. for preferred supplier choices)
- Decision makers clearly identified and informed about their role and what information they will be given to make their judgement
- Acceptance criteria agreed with supplier
- Validated acceptance testing plan, including technical and business components.

5.10 Is there an implementation strategy?

- Implementation strategy and plan
- Users, stakeholders and client business management involved in developing strategy
- Where applicable, plans for transition to new ways of working
- Clearly defined roles on client and supplier sides for monitoring and controlling handover.

The areas of investigation together with examples of evidence should be available before the OGC Gateway™ Review starts. The information is likely to be found in the documents suggested below, but may be located in other programme or project documents or elsewhere in the organisation's documentation system:

- project management documents, including:
 - strategies for managing the risks and issues, and plans and risk register showing that risks were identified and managed
 - the plan for implementing business change and plans for handling future change
 - the service management arrangements defining how services will be managed, how their performance is measured, and service management responsibilities for the client and supplier
 - the benefit management strategy, benefit management plans and responsibilities for delivery
 - the delivery strategy, including a procurement strategy if appropriate
 - the operational requirement and draft contract, which should be based on a standard form of contract; for construction projects, all requirements relating to Achieving Excellence in Construction, health and safety and sustainability
- Full Business Case and benefits plans for each of the bids that are acceptable in principle:
 - to confirm the delivery strategy
 - to confirm that the negotiated and agreed solution(s) remain within the original criteria
- realistic plans from the supplier for development and implementation
- an evaluation report containing recommendation for the selected supplier or partner; justification of the selected supplier; details of close contenders and plans for debrief of unsuccessful suppliers; draft Official Journal of the European Union (OJEU) contract notice about the successful supplier
- outline project plans through to completion and plans for the next phase
- an updated project time plan developed with the selected suppliers
- an updated communications plan
- confirmation of the funds and authority to proceed
- for IT-enabled projects, information assurance documentation.



Supporting guidance

- *The OGC Gateway™ Process: A manager's checklist* – provides a set of key questions that SROs should consider to determine the progress of their programme or project and the potential for success
- A Workbook for each OGC Gateway Review provides detailed questions to support each Review. The Workbooks can be downloaded from the OGC website, which also includes guidance on procurement, programme and project management: www.ogc.gov.uk
- OGC: *Managing Successful Projects with PRINCE2™*: www.ogc.gov.uk
- OGC: *Managing Successful Programmes*: www.ogc.gov.uk
- OGC: *Management of Risk*: www.ogc.gov.uk
- OGC: *Achieving Excellence in Construction*: www.ogc.gov.uk
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- HM Treasury: *Orange Book – Management of Risk, Principles and Concepts*: www.hm-treasury.gov.uk
- HM Treasury: *The Private Finance Initiative (PFI)*: www.hm-treasury.gov.uk
- IT Infrastructure Library® (ITIL®): www.itil.co.uk
- *Concept Viability*: www.intellectuk.org
- Cabinet Office Delivery and Transformation Group and CIO Council guidance: www.cio.gov.uk
- Cabinet Office: *Professional Policy Making for the 21st Century*: www.policyhub.gov.uk
- Cabinet Office: *Strategy Survival Guide*: www.strategy.gov.uk
- Cabinet Office: *Transformational Government*: www.cabinetoffice.gov.uk
- Cabinet Office: *The UK Government's Approach to Public Service Reform*: www.strategy.gov.uk
- Cabinet Office: *Professional Skills for Government*: <http://psg.civilservice.gov.uk>
- Policy Hub: *Impact Assessment and Appraisal*: www.policyhub.gov.uk
- National Audit Office: *Managing Risks to Improve Public Services*: www.nao.org.uk



Office of Government Commerce

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OGC Service Desk

OGC customers can contact the central OGC Service Desk about all aspects of OGC business.

The Service Desk will also channel queries to the appropriate second-line support. We look forward to hearing from you.

You can contact the Service Desk 8am - 6pm Monday to Friday

T: 0845 000 4999

E: ServiceDesk@ogc.gsi.gov.uk

W: www.ogc.gov.uk

Press enquiries

T: 020 7271 1318

F: 020 7271 1345