OGC

Office of Government Commerce

OGC Gateway™ Process
Review 4: Readiness for service

OGC Best Practice – **Gateway to success**

Contents

Introduction to the OGC Gateway™ Process

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".
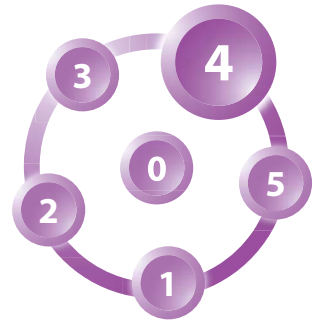
Programme or project?

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 concerns those assessments raise.
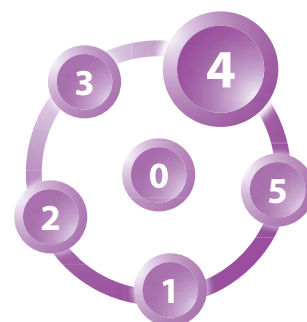
Role of the Senior Responsible Owner

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

Policy design & evaluation → **Policy implementation** → **Policy operation** → **Policy review**

PROGRAMME

START PROGRAMME

Develop programme mandate
Key decision point

Develop programme brief
Key decision point

OGC Gateway Review 0:
Strategic assessment

OGC Gateway Review 0:
Strategic assessment

Early Gateway 0

DELIVER PROGRAMME

Manage delivery
Key decision point

Manage delivery
Key decision point

Manage delivery
Key decision point

OGC Gateway Review 0:
Strategic assessment

OGC Gateway Review 0:
Strategic assessment

OGC Gateway Review 0:
Strategic assessment

Mid Gateway 0

CLOSE PROGRAMME
Key decision point

Close

OGC Gateway Review 0:
Strategic assessment

Final Gateway 0

PROJECT(S)

Develop business case
Key decision point

Develop delivery strategy
Key decision point

Undertake competitive procurement
Key decision point

Design, build, test
Key decision point

OPERATIONAL SERVICE

Establish service
Key decision point

Close project, manage delivered solution and performance
Key decision point

Decommission solution/exit contract

OGC Gateway Review 1:
Business justification

OGC Gateway Review 2:
Delivery strategy

OGC Gateway Review 3:
Investment decision

OGC Gateway Review 4:
Readiness for service

OGC Gateway Review 5:
Operational review and benefits realisation
Initial Gateway 5

OGC Gateway Review 5:
Operational review and benefits realisation
Mid Gateway 5

OGC Gateway Review 5:
Operational review and benefits realisation
Final Gateway 5

Feeds into subsequent programmes
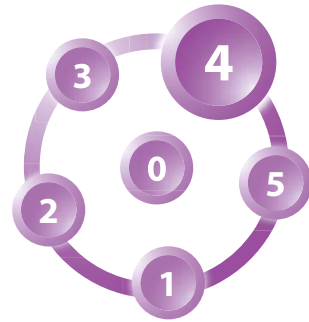
OGC Gateway™ Review 4: Overview

About this Workbook

This Workbook supports OGC Gateway Review 4: Readiness for service. This Review investigates the organisation's readiness to make the transition from the specification/solution to implementation; where appropriate it will assess the capabilities of delivery partners and service providers. The Review also confirms that ownership of the project is clearly identified after handover to operational services.

Purposes of the OGC Gateway Review 4

■ Check that the current phase of the contract is properly completed and documentation completed

■ Ensure that the contractual arrangements are up-to-date

■ Check that the Business Case is still valid and unaffected by internal and external events or changes

■ Check that the original projected business benefit is likely to be achieved

■ Ensure that there are processes and procedures to ensure long-term success of the project

■ Confirm that all necessary testing is done (e.g. commissioning of buildings, business integration and user acceptance testing) to the client's satisfaction and that the client is ready to approve implementation

■ Check that there are feasible and tested business contingency, continuity and/or reversion arrangements

■ Ensure that all ongoing risks and issues are being managed effectively and do not threaten implementation

■ Evaluate the risk of proceeding with the implementation where there are any unresolved issues

■ Confirm the business has the necessary resources and that it is ready to implement the services and the business change

■ Confirm that the client and supplier implementation plans are still achievable

■ Confirm that there are management and organisational controls to manage the project through implementation and operation

■ Confirm that contract management arrangements are in place to manage the operational phase of the contract

■ Confirm arrangements for handover of the project from the SRO to the operational business owner

■ Confirm that all parties have agreed plans for training, communication, rollout, production release and support as required

■ Confirm that all parties have agreed plans for managing risk

■ Confirm that there are client-side plans for managing the working relationship, with reporting arrangements at appropriate levels in the organisation, reciprocated on the supplier side

■ Confirm information assurance accreditation/certification

■ Confirm that defects or incomplete works are identified and recorded

■ Check that lessons for future projects are identified and recorded

■ Evaluation of actions taken to implement recommendations made in any earlier assessment of deliverability.

Readiness for service

OGC Gateway™ Review 3 covered the activity up to contract signature or agreement to place work with an existing supplier or partner. This Review focuses on whether the solution is robust before implementation; how ready the organisation is to implement the business changes that occur before and after delivery; the contract management arrangements that are in place or being arranged; and whether there is a basis for evaluating ongoing performance. For PFIs or strategic partnership contracts it is particularly important to ensure that the project is well prepared for the contract management phase. This would mean that a governance structure is being developed for the operational phase of the project together with adequate budgets, appropriately skilled staff from the client and provider, plus appropriate accommodation for the service management team.

For property/construction projects, this Review takes place after the project has been approved as ready for use. Commissioning will have taken place, although this will not be completed until after occupation, as systems are re-balanced to take account of the effect of occupancy. For IT-enabled projects, this Review takes place after all testing, including business integration and business assurance testing, has been completed and before rollout or release into production.

1: Business Case and stakeholders

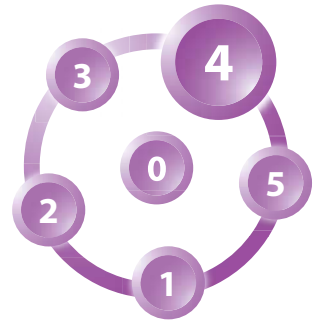| Areas to probe	Evidence expected
1.1 Is the project still required?	■ Where relevant approval of changes to requirement defined at OGC Gateway™ Review 3, which remain within the scope of the original Official Journal of the European Union (OJEU) advertisement ■ Communications with stakeholders ■ Project Board endorsement of: 　■ updated Business Case and benefits plans 　■ evidenced reviews of the solution against the requirement 　■ reconciliation of current government and organisation objectives with those defined at OGC Gateway Review 3 　■ plans for modular/incremental implementation, where required.
1.2 Does the project meet the business need?	■ Confirmation that the operational service or facility (or partnering contract, where applicable) is approved by stakeholders.
1.3 Is the Business Case still valid?	■ Updated project plan (and programme plan if appropriate) and Business Case justifying implementation: 　■ meeting business need 　■ likely to deliver value for money 　■ affordable 　■ achievable, with implementation broken down into modules/increments where appropriate.
1.4 Are there any changes between award of contract and completing of transition/testing that affect plans for business change?	■ Change management documentation for: 　■ impact analysis 　■ products, design or operational changes 　■ justified and approved changes ■ Updated Business Case and benefit plan for the business change ■ Updated processes, procedures and activities.

Areas to probe	**Evidence expected**
1.5 Is the organisation ready for business change?	■ Agreed plans for business preparation, transition and operational phases and, where appropriate readiness of IT and/or new facilities ■ Communications plan ■ Informed and trained staff ■ A clearly defined service management function/organisation in place.
1.6 Can the organisation implement the new services and maintain existing services?	■ Resource plan, showing: 　■ capacity and capability 　■ resources available to meet commitments.
1.7 Are there resources available with, where required, the appropriate skills and experience?	■ Internal and external commitment to provide the resources required ■ Job descriptions for key project staff ■ Skills appraisal and plans for addressing any shortfalls ■ Appropriate allocation of key project roles between internal staff and consultants or contractors.

2: Risk management

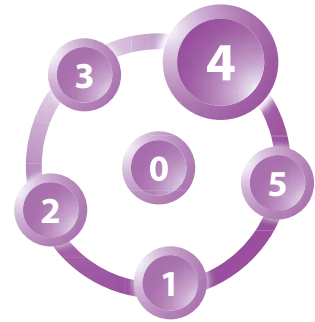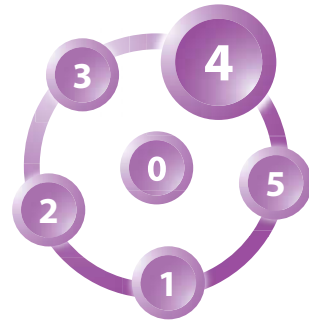| Areas to probe	Evidence expected
2.1 Have the risks and issues identified at contract award phase been resolved?	■ Risks satisfactorily resolved – no outstanding issues.
2.2 Are risks and issues associated with the implementation phase being properly identified and managed?	■ Risks satisfactorily resolved – no outstanding issues ■ Remaining risks only associated with commissioning and service delivery ■ Risks fully quantified with appropriate risk management plans in place.
2.3 If there are unresolved issues, what are the risks of implementing rather than delaying?	■ Project risk management strategy in place, developed in line with best practice ■ Assessment of all remaining issues and risks, with responsibility for management of residual risks clearly defined ■ Evaluation report on the risk and impact of cancelling, delaying or proceeding with implementation that considers: 　■ the project outcome and wider programme of change 　■ benefits realisation 　■ consequences for supplier, client, business, stakeholders, users, etc 　■ other factors such as financial outcome, political issues and delivery ■ Options and management plans for all scenarios and a recommendation based on sensitivity analysis ■ Project Board has ratified the recommendation to delay or proceed with implementation.

3: Review of current phase

Areas to probe	Evidence expected
3.1 Does the total service or facility meet the acceptance criteria?	■ Justification and authorisation of any changes to original specification ■ Analysis of 'as built'/products to show how the solution complies with acceptance criteria.
3.2 Is the project under control? Is it running according to plan and budget?	■ Reconciliations of cost with budget and actual schedule with planned schedule ■ Updated risk register and issue log ■ Status reports for communication and external relations activities ■ Reports on environmental performance, where applicable ■ Compliance with statutory requirements (e.g. health and safety, data protection) ■ Contractual issues resolved and recorded ■ For IT-enabled projects, compliance with security standards such as information assurance, ISO 17799/BS 7799 and interoperability.
3.3 Have all the stakeholder issues been addressed?	■ Progress reports completed and circulated as part of the communication plan for stakeholder information.
3.4 Have all new system/service/ business process testing and commissioning/acceptance (or transition) procedures been completed?	■ Commissioning/test plans, results and analysis of products against acceptance criteria ■ Commissioning/test results that conform to the pre-defined criteria ■ Ratified test reports and logs ■ Commissioning/testing team with relevant skills and experience ■ Confirmed 'end-to-end' testing, including changed or new business processes ■ Testing takes into account future modules or deliverables ■ Missing or incomplete items and agreed corrective action documented.

Areas to probe

Evidence expected

3.5 Have all parties accepted the commissioning/test results and any action plans required?

- Plans and procedures by supplier and client.

3.6 Are there workable and tested business contingency, continuity and/or reversion plans for rollout, implementation and operation?

- Fully documented and timetabled decision paths for key aspects (eg go/no go decisions on rollout) with decision makers clearly identified and informed
- Where appropriate, plans should cover IT components as well as the business
- Endorsement by Project Board and supplier
- Listed roles and responsibilities, resources allocated and staff trained
- Commissioning/testing represented expected scenario(s)
- Plans for transition to new ways of working, where applicable
- Plans for handover to facilities management, where applicable
- Training plans and relevant supporting material, if required
- Plans for a user support helpdesk, where applicable.

3.7 Have the supplier and all internal and external parties agreed these plans? These could include:
- management of change
- migration and data transfer
- client and supplier implementation
- rollout

- All required plans in the contract
- All parties, or their representatives, are aware of and have agreed their responsibilities
- Where relevant, partnering agreement in place or planned
- For IT-enabled projects Senior Responsible Industry Executive (SRIE) relationship established
- Shared understanding of the change control process.

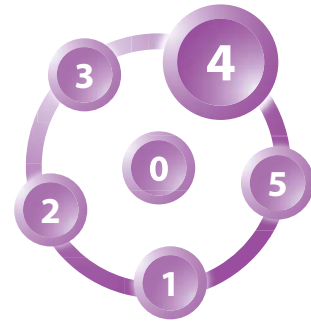| **Areas to probe**	**Evidence expected**
3.8 Have any changes to the contract been previously forecast, accurately recorded and approved?	■ Contractual basis for 'manage and operate contract' reviewed and agreed ■ Contract documentation with appropriate authority for all changes since award, including rationale for the change.
3.9 Is the organisation ready to manage the contract in the operational environment?	■ The current degree of involvement of the future operational contract management team ■ The handover arrangements regarding knowledge and learning between provision of assets (where required) and contract management teams ■ Identification of the members of the Project Team who will be available to the contract management team over the first year of operation ■ Any issues related to defects in the finished product expected and if so how these will be dealt with.

4: Readiness for next phase –
Operations review and benefits realisation

| Areas to probe	Evidence expected

4.1 Are all project elements ready for service?	■ Updated schedules
	■ Health and safety file
	■ Handover certificates
	■ Test and commissioning data
	■ Plans for transition are in place
	■ Plans for 'operate contract'/service phase available
	■ Contingency plan in place, if required
	■ Technical documentation available, including:
	  ■ delivered drawings
	  ■ operating manuals
	  ■ instructions
	  ■ information assurance documentation.

4.2 Is ownership after handover clearly understood?	■ SRO has identified the business owner for the operational service, where applicable ■ SRO has identified and agreed the critical success factors with the business owner ■ Handover responsibilities and arrangements documented and agreed by both parties.
4.3 Is the client ready to adopt new ways of working, where applicable?	■ New business processes have been thoroughly worked out, tested and are ready to go 'live' ■ Information and support are available (e.g. customer information at call centres) ■ Where applicable, members of the public as end-users are aware of the new service and can find out more if they want.

Areas to probe	**Evidence expected**
4.4 Is the long-term contract management process in place?	■ Detailed plans, roles, responsibilities, governance structure, including any escalation process, and organisation in place for client and supplier, with reporting arrangements at appropriate levels ■ Identification of the operational business owner if different from the SRO ■ Appropriate number of suitably qualified staff appointed by client and supplier, with continuity planned; skills appraisal and plans for addressing any shortfalls ■ Staff managing the contract are trained for and aware of their contract management role; they are familiar with the contract aims and purpose ■ Plans for managing service delivery, changes to the contract and relationship with supplier.
4.5 Is there a process to manage and measure performance?	■ Performance management plans in place ■ Performance enhancement process agreed with service provider and documented in contract before award ■ Means of measuring performance agreed with service provider/partners.
4.6 Is there a process to manage and measure benefits?	■ Benefits management plans in place, linked to programme outcomes where applicable ■ Means of measuring benefits agreed with service provider/partners ■ For collaborative projects, all parties understand and agree their responsibilities and arrangements for benefits realisation.
4.7 Have ongoing operation and maintenance been considered in detail?	■ Issues and ongoing costs relating to maintenance (of buildings and/or IT infrastructure and applications as appropriate) monitored against expectations and addressed.
4.8 Is there a process for ongoing post-implementation reviews?	■ Plan for post-implementation reviews endorsed by supplier and internal and external parties.

Project documents

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:

- an updated requirements definition with any changes agreed during the period up to OGC Gateway Review 4
- updated Business Case and plans for benefits realisation that reflect the effect of any requirements changes, and the plans for service delivery
- close-out (if the project ends at implementation) and status reports and reconciliations for:
    - cost versus budget
    - actual versus planned schedule
    - risk management
    - communication and external relations
    - environmental performance
    - adherence to statutory requirements
    - an assessment of contractual issues during the project to date
    - lessons learned during the project (if the project ends at implementation)
    - governance arrangements for the management of the operational contract
    - a plan for performance measurement
    - the updated contract
    - test plan and test reports
    - progress reports on development and construction
    - updated risk register and issues log, including residual risks
    - for IT-enabled projects, updated contingency and reversion plans
    - outline project plans through to completion and detailed plans for the next stage
    - the plan for management of change, including expected changes to requirements over time
    - details of any facilities not provided to the required specification and any missing or deficient items, with agreed plans for addressing any outstanding issues
    - risk management strategies
    - benefits management plan
- for IT-enabled projects, information assurance documentation (accreditation) and operational and maintenance instructions and warranties
- for construction projects, updated health and safety file, operational and maintenance instructions (e.g. maintenance and operation manuals) and warranties.
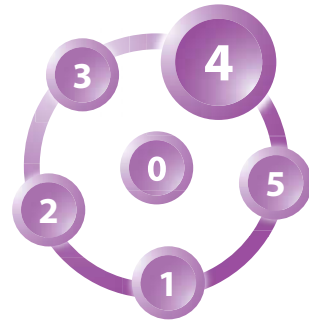
Supporting guidance

- *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*
- HM Treasury: *Green Book – Appraisal and Evaluation in Central Government* – and supporting supplements: *www.hm-treasury.gov.uk*
- 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.ukIntellect: 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: T*he 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*

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