

The OGC Gateway™ Process Gateway to success

OGC Best Practice



Review teams

The Senior Responsible Owner (SRO) uses the Risk Potential Assessment (RPA) to determine the level of risk associated with a programme or project. For large, complex, and other high-risk programmes/projects the review team leader is appointed by the OGC Gateway Team and leads a review team independent of the department. For medium-risk programmes/projects, an independent team leader is appointed by the OGC Gateway Team to lead a review team drawn from independent departmental staff. For low-risk programmes/projects, departments appoint the independent leader and team members from within the department.

The teams vary in size but typically are between three and four people. Each review takes about three to four days, with a draft report being provided to the SRO before the team leaves the site. The targeted review is designed to avoid any delay to the programme or project.

Supporting guidance and training

Guidance and training is available to support 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
- a Risk Potential Assessment, suitable for programmes and projects, is available to enable risk to be assessed before the start of each OGC Gateway Review and to identify the skills and resources required
- one-day workshops are available for reviewers, covering preparation, planning and carrying out an OGC Gateway Review, and also for experienced review team leaders
- workshops are available for senior managers
- briefing packs are sent to the SRO and project manager
- the Successful Delivery Toolkit provides electronic versions of the workbooks and links to sources of best practice, tools and techniques (available on the OGC website and in CD-ROM format).

What should you do next?

- Ensure that SROs are aware of the OGC Gateway Process and are using the Risk Potential Assessment to identify the risk level for their programmes and projects
- Ensure that plans are developed to implement and maintain the OGC Gateway Process for all appropriate programmes and projects within your department, its Executive Agencies and Non Departmental Public Bodies
- Projects enter the OGC Gateway Process at OGC Gateway Review 1 (Business justification) or, exceptionally, OGC Gateway Review 2 (Procurement strategy). Projects that are presented for a first review at OGC Gateway Review 3 or later will be referred back to your Centre of Excellence or Departmental Gateway Co-ordinator to action, not the OGC Gateway Team
- SROs need to schedule OGC Gateway Reviews into their programme and project plans and contact their Centre of Excellence/Departmental Gateway Co-ordinator, who will contact the OGC Gateway Team as soon as a requirement for a review is established. A copy of the completed Risk Potential Assessment should be sent to your Centre of Excellence/ Departmental Gateway Co-ordinator who will copy to the OGC Gateway Team at Gateway.Helpdesk@ogc.gsi.gov.uk. The OGC Gateway Team will contact the SRO or programme/project manager to carry out an initial assessment; 8 weeks' notice will be needed after the assessment in order to undertake the necessary planning and team selection. The OGC Gateway Process incorporates a facilitated planning meeting that takes place before the review; SRO involvement in the planning meeting and review is essential. OGC-led Gateway Reviews are free of charge.

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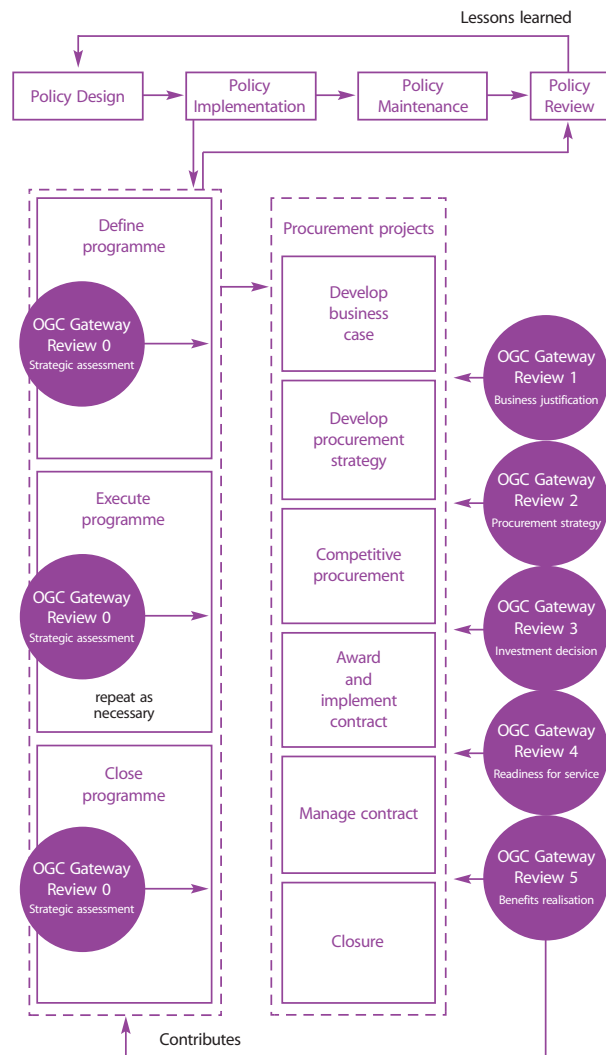
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The wider context of the OGC Gateway™ Process



Introduction

Acquisition programmes and procurement projects in civil central government are subject to OGC Gateway Reviews. The OGC Gateway Process examines a programme or project at critical stages in its lifecycle to provide assurance that it can progress successfully to the next stage; the process is based on well-proven techniques that lead to more effective delivery of benefits together with more predictable costs and outcomes. It is designed to be applied to delivery programmes and procurement projects, including those that procure services, property/construction, IT-enabled business change and procurements using framework contracts.

The OGC Gateway Process meets the requirements of the Gershon Report on government procurement and the Cabinet Office report *Successful IT: Modernising Government in Action*. It is also consistent with *Achieving Excellence in Construction*.

What is an OGC Gateway™ Review?

In simple terms, it is a review of a delivery programme or procurement project carried out at a key decision point by a team of experienced people, independent of the project team.

There are five OGC Gateway Reviews during the lifecycle of a project, three before contract award and two looking at service implementation and confirmation of the operational benefits. A project is reviewed at the OGC Gateway Review appropriate to its lifecycle. Retrospective or combined OGC Gateway Reviews are not supported. There may be additional OGC Gateway Reviews if required, such as the decision points between OGC Gateway Reviews 3 and 4 for construction projects. The process emphasises early review for maximum added value.

OGC Gateway Review 0 is a programme-only review that is repeated throughout the programme's life; it can be applied to policy implementation, business change or other types of programme. It sets the programme review in the wider policy or corporate context.

What are the benefits?

The OGC Gateway Process provides assurance and support for Senior Responsible Owners (SROs) in discharging their responsibilities to achieve their business aims by ensuring that:

- 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
- achievement of more realistic time and cost targets for programmes and projects
- improvement of knowledge and skills among government staff through participation in review teams
- provision of advice and guidance to programme and project teams by fellow practitioners.

Reports and accountability

An OGC Gateway Review is conducted on a confidential basis for the SRO. This approach promotes an open and honest exchange between the programme/project teams and review teams. Ownership of the report rests with the SRO, who is accountable for the implementation of recommended remedial action and programme/project progression. The review assigns a Red/Amber/Green status to the programme or project. 'Red' status means that remedial action must be taken immediately; it does not mean that the programme/project must be stopped. OGC Gateway Team receives copies of review reports in order to identify and disseminate generic lessons learned. Guidance for departments on handling requests for the disclosure of OGC Gateway Review reports under the FOI act is available on the OGC Gateway page of the OGC website. By Permanent Secretary request, a departmental Centre of Excellence may receive copies of reports direct from SROs to carry out departmental analyses of lessons learned. OGC Gateway Team has conducted over 800 OGC Gateway Reviews covering over 500 programmes and projects. The feedback from Accounting Officers and SROs has been highly supportive.